

The background of the entire page is a solid green color. Overlaid on this background are several large, light-green, semi-transparent icons. In the top left, there is a bar chart with four bars of increasing height and a line graph with an upward-pointing arrow. To the right of the bar chart is a large dollar sign (\$). Below the bar chart is a pie chart with one slice separated. In the center, there is a calculator with visible buttons for '+', 'x', and '÷'. To the right of the calculator is a balance scale. At the bottom, there are several stacks of coins and a large percentage sign (%).

2017 **budget**

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Guelph City Council

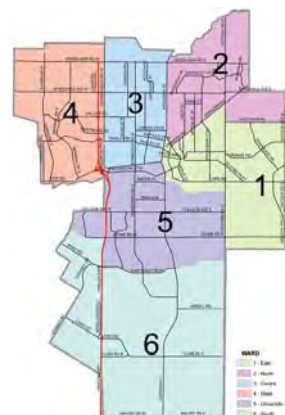
City Council consists of the Mayor and Councillors, two from each of the City's six wards. Members of Council are elected by residents to a four-year term of office.

Mayor









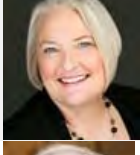



Cam Guthrie
Mayor's Office
519-822-1260 x 5643
mayor@guelph.ca

Cam Guthrie was elected as Mayor of the City of Guelph in 2014. He was first elected to Council in 2010 as a Ward 4 Councillor.



Councillors

Ward 1		Dan Gibson Elected Councillor in 2014 519-822-1260 x 2502 dan.gibson@guelph.ca		Bob Bell Re-elected Councillor in 2014 519-803-5543 bob.bell@guelph.ca
Ward 2		James Gordon Elected Councillor in 2014 519-822-1260 x 2504 james.gordon@guelph.ca		Andy Van Hellemond Re-elected Councillor in 2014 519-822-1260 x 2503 andy.vanhellemond@guelph.ca
Ward 3		Phil Allt Elected Councillor in 2014 519-822-1260 x 2510 phil.allt@guelph.ca		June Hofland Re-elected Councillor in 2014 519-822-1260 x 2505 june.hofland@guelph.ca
Ward 4		Mike Salisbury Councillor 2006-2010 Elected in 2014 519-822-1260 x 2512 mike.salisbury@guelph.ca		Christine Billings Councillor 2003-2010 Elected Councillor in 2014 519-826-0567 christine.billings@guelph.ca
Ward 5		Leanne Piper Re-elected Councillor in 2014 519-822-1260 x 2295 leanne.piper@guelph.ca		Cathy Downer Councillor 2000-2006 Elected Councillor in 2014 519-822-1260 x 2294 cathy.downer@guelph.ca
Ward 6		Mark MacKinnon Elected Councillor in 2014 519-822-1260 x 2296 mark.mackinnon@guelph.ca		Karl Wettstein Re-elected Councillor in 2014 519-822-1260 x 2297 karl.wettstein@guelph.ca

City organization chart



The above image reflects the City's organizational structure at time of budget approval.



	OUR SERVICES	OUR PEOPLE	OUR RESOURCES
	Municipal services that make lives better	Building a great community together	A solid foundation for a growing city
	SERVICE AREA OPERATIONAL WORK PLANS COUNCIL SHARED AGENDA		
	Service Modernization Program	Leadership and Engagement Program	Sustainable Resources Program
Innovation			
Service Excellence	Customer Service Framework	Talent Blueprint	Asset Management Program
Financial Stability	Digital Services/ myGuelph	Expanded Leadership Charter	Long-Term Financial Plan
	Accountability and Performance Management Framework	Culture of Collaboration	Project Management office and Complex Capital Projects
	Service Review and Improvement Network		IT Core Business Systems and Records and Information Management

Building the budget

While preparing the 2017 budget, the City incorporated direction from City Council, including its Council Shared Agenda where projects are categorized by Infrastructure Renewal, Growth and City Building, continued input from community members and the City's Corporate Strategic Plan.

As with previous years, when the City began the 2017 budget process, first consideration was given to investments, programs and services that would take care of existing assets and services. The goals were simple: maximize investment, protect the health and safety of people in Guelph, and ensure the City would meet accessibility and regulatory requirements.

The City's second consideration was the inclusion of 'new' critical projects and services that were necessary to ensure the health and safety of the community.

The City's third consideration was our capacity to successfully execute complex capital projects and maintain assets and services through the day-to-day operating budget.

With all these considerations in mind, the City was able to present a detailed, recommended budget for City Council to review and deliberate for approval.

This entire process ensured that the City would have the right facilities, infrastructure and resources in place to build a safe and enjoyable community, while remaining affordable for taxpayers and maintaining Guelph's strong financial position.

The 2017 budget was presented to City Council at six meetings throughout October and November 2016. Budget approval took place over three nights in November and December.

- Non-tax-supported operating and capital budget (October 26)
 - Court Services
 - Ontario Building Code Administration
 - Water Services
 - Wastewater Services
- Tax-supported operating and capital budget
 - Capital (November 3)
 - Operating (November 9)
- Local boards and shared services budget (November 16)
 - Downtown Business Association
 - The Elliot
 - Guelph Police Service Board
 - Guelph Public Library

Building the budget

- Public Health
- Social Services and Social Housing
- Public consultation
 - Budget simulator
 - Public delegations (October 26, and November 3 and 30)
 - Letters, emails and meetings with Council and staff

Budget approvals

- Non-tax-supported operating and capital budget (November 3)
- Tax-supported operating and capital budget (December 7)
- Local boards and shared services budget (December 7)

New for 2017: Programs of Work

The purpose of presenting capital projects within a program of work it is to highlight the connection between individual projects, the connection between various budgets (non-tax-supported and tax supported) and the impacts these projects have on the operating budget, and to have Council endorse the entire program of work.

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Non-tax-supported Strategy

2017 approved Operating and Capital Budget and Forecast



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Introduction

The 2017-2026 approved non-tax-supported operating and capital budget and forecast represents the City of Guelph's commitment to meeting legislative requirements, maintaining the health and safety of the community, and providing exceptional customer service.

The City's non-tax-supported budget is comprised of Ontario Building Code (OBC) Administration, Court Services, Water Services, Wastewater Services and, new in 2017, Stormwater Services. Combined, the total 2017 operating budget is \$72,908,163, and the 2017 capital budget and the 2018-2026 capital forecasts are \$359,279,200.

Based on the approved changes to user fees and rates (Water, Wastewater and Stormwater), the average annual household impact is approximately \$46 based on the average annual water consumption of a three-person household (180 cubic metres) and the approved \$4 monthly stormwater service fee for residential households.

The approved non-tax-supported budget includes:

- \$3.4 million operating and \$69,000 10-year capital budget and forecast for OBC Administration which includes continued investments to maintain the health and safety of the community and to enhance services for our customers;
- \$3.9 million operating and \$504,300 10-year capital budget and forecast for Court Services which includes the maintenance of City assets and lifecycle replacement for technology in order to enhance customer service;
- \$30.5 million operating budget and \$180.2 million 10-year capital budget and forecast for Water Services which allows Guelph to continue delivering a safe and sustainable water supply while renewing its aging infrastructure;
- \$30.9 million operating and \$137.8 million 10-year capital budget and forecast for Wastewater Services to support continued optimization of Guelph's wastewater systems; and
- \$4.2 million operating and \$40.7 million 10-year capital budget and forecast for Stormwater Services to support stormwater system sustainability, environmental protection and community safety as it relates to stormwater.

The operating and capital costs associated with these service areas are recovered 100 per cent through user fees and other non-tax-supported revenues, and therefore do not require a property tax transfer.

While the non-tax-supported capital costs were approved separately from the tax-supported capital budget, the work employees undertake to complete various capital projects brings these two budgets together.

The non-tax-supported budget incorporates direction from Guelph City Council including the Council Shared Agenda, continued input from community members and the strategic focus areas of the City's Corporate Administrative Plan—Service excellence, Financial stability and Innovation.

In addition to developing the non-tax-supported budget based the same key elements as the tax-supported budget, the Water and Wastewater budgets are centred on the objectives of ensuring

Non-tax supported budget: Introduction

regulatory compliance, managing our assets from water sources to the customer, and maintaining affordability for our customers.

Annual operating budget development for water and wastewater is based on net-zero funding principles, as defined by the *Municipal Act, 2001*, where revenues and expenses, including funding for capital reserves, are balanced.

Ontario Building Code Administration

The City's Building Services division authorizes all building construction and demolition in Guelph. The division is provincially mandated to administer and enforce the Ontario Building Code (OBC), and provincial legislation requires staff to maintain certification to meet provincial standards, perform mandatory inspections, and issue permits within mandated time frames.

Building Services provides the following public services associated with the administration and enforcement of the OBC:

- Pre-permit consultation, plans examination, technical reviews and application processing
- Issuing of permits within mandated time frames to ensure conformity to the OBC
- On-site inspections to ensure conformity with approved permit drawings, specifications, the OBC Act and regulations
- Response to all technical inquiries throughout building projects
- Provision of enforcement and initiation of legal proceedings as required

These activities are completely funded by revenues generated from building permit fees.

Building Services also administers and enforces several City bylaws and manages Guelph's termite control and backflow prevention programs. These activities are included in the Tax-supported Operating Budget.

2017 initiatives

OUR SERVICES

- Implement the electronic building permit drawing project with industry partners to allow customers to submit, receive and review drawings electronically. The outcomes of this initiative will inform future corporate efficiency initiatives such as improved online processes for development applications.

OUR RESOURCES

- Conduct research to determine if dust and fumes on construction or demolition projects can be regulated by the Building By-law.
- Gather and review radon gas test results for new, low-rise residential dwellings including data from Wellington-Dufferin-Guelph Public Health and Health Canada. This will help the City determine the effectiveness of the radon control program.
- Seek approval from Council to amend the Building By-law to increase public safety by requiring fencing where the construction or demolition presents a significant hazard. This could apply to infill projects in established neighbourhoods or on projects in the busy downtown core.

Non-tax supported budget: Ontario Building Code Administration

- Seek approval from Council to amend the Building By-law to automatically appoint new building officials as inspectors under the authority of the Building Code Act. This will eliminate the need for amending the by-law each time a new building official is hired.

2017 approved operating budget

	2016 approved budget	2017 approved budget	Yr/Yr change (\$)	Yr/Yr change (%)
Revenue				
Licenses & permits	(\$3,070,000)	(\$3,000,000)	\$70,000	-2.3%
Transfer from reserves	\$0	(\$390,300)	(\$390,300)	-100.0%
Total revenue	(\$3,070,000)	(\$3,390,300)	(\$320,300)	10.4%
Expenditures				
Purchased goods	\$78,100	\$73,800	(\$4,300)	-5.5%
Purchased services	\$86,650	\$105,000	\$18,350	21.2%
Bank charges	\$24,500	\$25,000	\$500	2.0%
Staff support	\$2,261,650	\$2,594,500	\$332,850	14.7%
Departmental support	\$618,830	\$592,000	(\$26,830)	-4.3%
Transfer to reserves	\$270	\$0	(\$270)	100.0%
Total expenditures	\$3,070,000	\$3,390,300	\$320,300	10.4%
Net budget	\$0	\$0	\$0	0.0%

Explanation of key changes

Revenue

- Decreased revenue of \$70,000 or 2.3 per cent forecast for 2017 as 2016 revenue is trending below the 2016 budget estimate.
- There were no permit fee increases in 2016 as the reserve fund reached the established cap.
- Permit fees will increase in 2017 if the reserve fund falls below the established cap.
- Transfer from reserve fund \$390,300 to balance the 2017 budget.

Expenditures

- Minimal changes to purchased goods, purchased services and bank charges.
- Significant increase of \$333,000 for staff support dedicated to Building Code work. A detailed review of staff hours spent on Building Code work has resulted in a more accurate allocation of these costs and includes a correction to 2016 budget costs. This reallocation of funds will

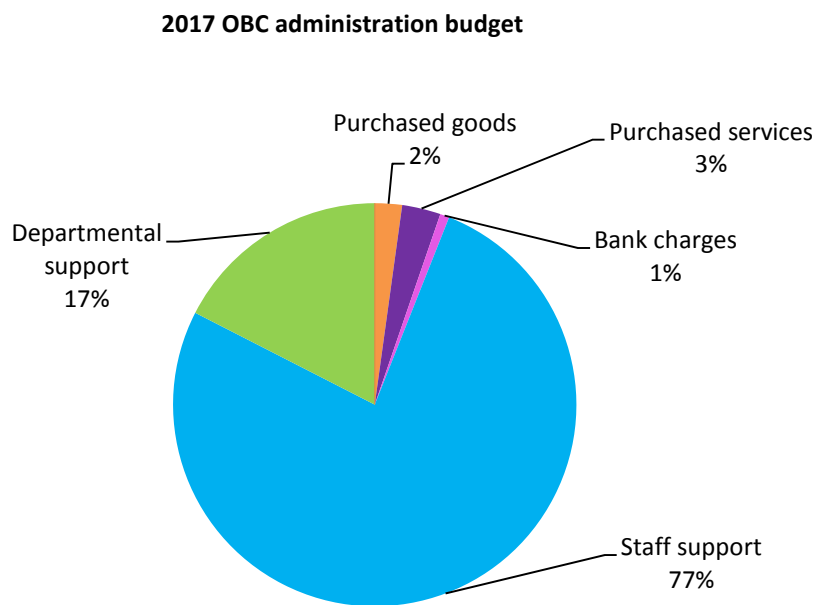
Non-tax supported budget: Ontario Building Code Administration

result in a corresponding reduction in the tax-supported budget. There is also an increase in overtime costs to reflect changes in the 973 collective agreement.

- Changes in departmental support include an increase in internal charges resulting from a correction made to Fleet information to accurately reflect vehicles assigned for Building Code work. This was offset by a decrease in internal charges of \$50,000 due to the IOR project being completed in 2016.

The total operating budget increase is \$320,300 or 10.4 per cent.

The following chart shows the breakdown of the approved budget by expenditures.



Note: Compensation is budgeted in the Non-OBC business unit and then cross-charged to the OBC budget based on time spent on Building Code work. In 2017, the transfers to reserves is zero per cent.

2016-2017 internal charges

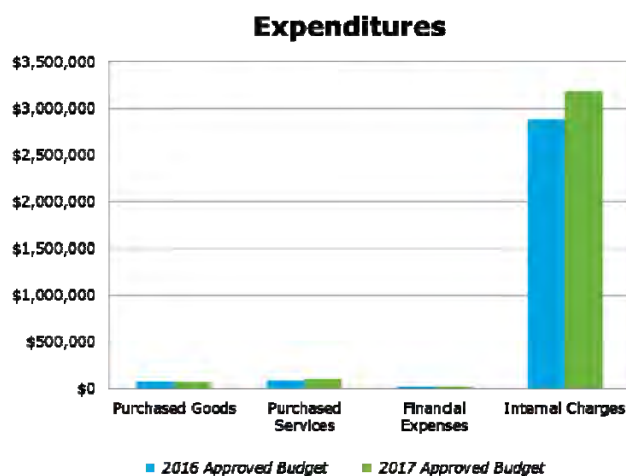
	2016	2017	Yr/Yr Change
Compensation chargeback	\$2,261,650	\$2,594,500	\$332,850
Departmental support costs (e.g. Legal, HR, Finance, Fleet, etc.)	\$618,830	\$592,000	(\$26,830)
Total internal charges	\$2,880,480	\$3,186,500	\$306,020

Operating budget trend

	2017 approved budget	2018 projected budget	2019 projected budget	2020 projected budget
Revenue				
Licenses & permits	(\$3,000,000)	(\$3,120,000)	(\$3,244,800)	(\$3,374,600)
Transfer from reserves	(\$390,300)	(\$349,630)	(\$306,500)	(\$245,100)
Total revenue	(\$3,390,300)	(\$3,469,630)	(\$3,551,300)	(\$3,619,700)
Expenditures				
Purchased goods	\$73,800	\$74,300	\$74,800	\$75,300
Purchased services	\$105,000	\$105,530	\$106,000	\$106,500
Bank charges	\$25,000	\$25,500	\$26,000	\$26,500
Internal charges	\$3,186,500	\$3,264,300	\$3,344,500	\$3,411,400
Transfer to reserves	\$0	\$0	\$0	\$0
Total expenditures	\$3,390,300	\$3,469,630	\$3,551,300	\$3,619,700
Net budget	\$0	\$0	\$0	\$0

The forecasted draw on the reserve fund for the next four years is not sustainable. A strategy will be developed during the preparation of the 2016 annual report on the reserve fund and setting of permit fees on how to mitigate this systemic negative variance. There is currently a Council imposed cap on the amount building permit fees can increase and this may have to be revisited.

Year-over-year expenses



2017-2026 approved capital budget

Project category	Project cost (\$'000s)	Capital reserves
IT Strategic Plan	\$69.0	(\$69.0)
Total capital budget	\$69.0	(\$69.0)

Note: The figure represents the 10-year capital costs to be funded from OBC.

Notable capital projects

- The City's Corporate Technology Strategic Plan is managed by Information Technology. This plan focuses on addressing three aspects: renewing critical technology infrastructure, improving access to information for all, and modernizing systems to improve overall functionality. The work involved in this initiative impacts all departments and all systems across the organization. The amount budgeted for OBC represents OBC's share as a percentage of the overall organization rather than of specific systems or applications.

2017 Non-Tax Supported Capital Budget 2018 to 2026 Non-Tax Supported Capital Forecast Ontario Building Code Administration

Project Number & Description	2017	2018	2019	2020	2021	Next 5 year	Total	Own Revenue
Infrastructure, Development & Enterprise Non-Tax								
Building Services								
IT0029 IT STRATEGIC PLAN - BUILDING SERVICES	26,200	29,700	8,000	1,100		4,000	69,000	69,000
Total Building Services	26,200	29,700	8,000	1,100		4,000	69,000	69,000

Reserve and Reserve funds

The *Building Code Act* allows municipalities to set permit fees to cover the cost of administering and enforcing the *Building Code Act*, and make reasonable contributions to a reserve. The reserve can be used to offset periods of low building and construction activity, make service enhancements, and cover unexpected expenses.

To provide an upper limit while maintaining the City's ability to maintain a healthy reserve, Council established a maximum reserve limit equal to one year of operating costs.

The following chart describes the purpose of the reserve, the forecasted 2017 year-end balances and the upset limits.

Reserve or Reserve Fund	Purpose	2017 forecasted balance	Upset limit	2017 forecast
Building Services Stabilization Reserve	Funds are transferred in from any surplus building permit fee revenues generated as a result of volume. Funds are transferred out in accordance with the Purchasing By-law to stabilize revenues in lean years, implement service enhancements and to cover unexpected expenses such as training, legal fees, staffing needs, and associated support costs.	\$2,662,548.29	100% of one-year of Operating Costs (not including transfers to reserves)	79%

Note: The upset limit is identified in Committee Report 10-24 *Annual Report on 2009 Building Permit Fees, Costs and Building Stabilization Reserve*

Court Services

The City provides mandatory court services under its agreement with the province of Ontario. These services are provided in accordance with the principles of justice and legislative and provincial policy requirements. The Provincial Offences Act (POA) Court ensures public access to justice within the framework of individual rights guaranteed by the *Canadian Charter of Rights and Freedoms*.

Court administration

- Administer public service components of court operations and manage stakeholder relations
- Administer charges and court-related processes including managing caseload and court scheduling
- Manage Court Services' financials including fine enforcement and corporate debt collection
- Maintain provincial charge and statistical databases

Court facilities

- Maintain enhanced public access to justice through the provision of fully functional, barrier-free court facilities including public service counters, waiting areas and courtrooms
- Maintain facilities and amenity areas for judicial, administration, prosecution and in-custody functions

Court support

- Administer in-court proceedings and maintain the court record
- Provide transcript production and judicial support services

Prosecutions

- Provide prosecutorial resources and support for trials and appeals of provincial, regulatory and municipal offences
- Maintain early resolution initiatives supporting efficiencies in case management and public access to justice
- Manage case work including case law research and the preparation of factums and legal arguments

Parking ticket processing and fine collection

- Administer the parking ticket process pursuant to Part II of the Provincial Offences Act, including fine payments, trial scheduling and defaulted fine collections

2017 initiatives

OUR **SERVICES**

- Implement digital case management solutions including on-line case disclosure and resolution meetings for accused persons and/or their representatives.
- Explore innovative solutions to provide remote language interpretation, and enhance the use of video evidence, in trial courts.
- Explore options for providing secure on-site internet access for court stakeholders and the public.

OUR **RESOURCES**

- Expand data upload capabilities to assist external enforcement agencies in using e-ticketing solutions.
- Investigate options for upgrading the City's parking ticket administration software system.

Non-tax supported budget: Court Services

2017 approved operating budget

Item	2016 approved budget	2017 budget by service					Total 2017 approved budget	Yr/Yr change (\$)	Yr/Yr change (%)
		Court administration	Court support	Prosecutions	Facilities	Parking			
Revenue									
Parking ticket fines	(\$995,300)	\$0	\$0	\$0	\$0	(\$1,070,300)	(\$1,070,300)	(\$75,000)	7.5%
Bylaw fines	(\$126,000)	(\$100,000)	\$0	\$0	\$0	\$0	(\$100,000)	\$26,000	-20.6%
POA fines	(\$2,600,000)	(\$2,709,600)	\$0	\$0	\$0	\$0	(\$2,709,600)	(\$109,600)	4.2%
Facility rentals	(\$500)	\$0	\$0	\$0	(\$2,100)	\$0	(\$2,100)	(\$1,600)	320%
Transcript revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Internal recoveries	\$0	(\$19,750)	\$0	\$0	\$0	\$0	(\$19,750)	(\$19,750)	0.0%
Total revenues	(\$3,721,800)	(\$2,829,350)	\$0	\$0	(\$2,100)	(\$1,070,300)	(\$3,901,750)	(\$179,950)	4.8%
Expenditures									
Compensation	\$1,233,825	\$487,680	\$201,080	\$435,040	\$172,700	\$70,900	\$1,367,400	\$133,575	10.8%
Purchased goods	\$115,320	\$9,100	\$2,900	\$2,900	\$91,350	\$2,350	\$108,600	(\$6,720)	-5.8%
Purchased services	\$454,430	\$93,186	\$202,486	\$18,886	\$28,436	\$54,200	\$397,195	(\$57,235)	-12.6%
Bank charges	\$24,900	\$23,600	\$0	\$0	\$0	\$1,300	\$24,900	\$0	0.0%
Payment to County	\$286,100	\$301,320	\$0	\$0	\$0	\$0	\$301,320	\$15,220	5.3%
Provincial transfer	\$66,300	\$0	\$0	\$0	\$0	\$66,300	\$66,300	\$0	0.0%
Debt charges	\$400,000	\$0	\$0	\$0	\$400,000	\$0	\$400,000	\$0	0.0%
Internal charges	\$1,128,920	\$138,642	\$47,174	\$48,756	\$58,179	\$875,250	\$1,168,000	\$39,080	3.5%
Total expenditures	\$3,709,795	\$1,053,528	\$453,640	\$505,582	\$750,665	\$1,070,300	\$3,833,715	\$123,920	3.3%
Net budget before reserve financing	(\$12,005)	(\$1,775,822)	\$453,640	\$505,582	\$748,565	\$0	(\$68,035)	(\$56,030)	466.7%
Reserve financing	\$12,005	\$68,035	\$0	\$0	\$0	\$0	\$68,035	\$56,030	466.7%
Net budget after reserve financing	\$0	(\$1,707,787)	\$453,640	\$505,582	\$748,565	\$0	\$0	\$0	0.0%
Full-time equivalents	14.0	7.00	2.00	4.00	1.00	1.00	15.0	1.0	7.1%

Non-tax supported budget: Court Services

Explanation of changes

Revenue

- Increase in revenue from POA fines of \$109,600 or 4.2 per cent due to more payments being made using online payment services, and from collection agencies addressing fines in default. Year-over-year trend also indicates an increase anticipated in charges.
- Increase in revenue from parking ticket fines of \$75,000 or 7.5 per cent based on year-over-year trend.
- Decrease in revenue from by-law fines of \$26,000 or 20.6 per cent based on year-over-year trend.

Expenses

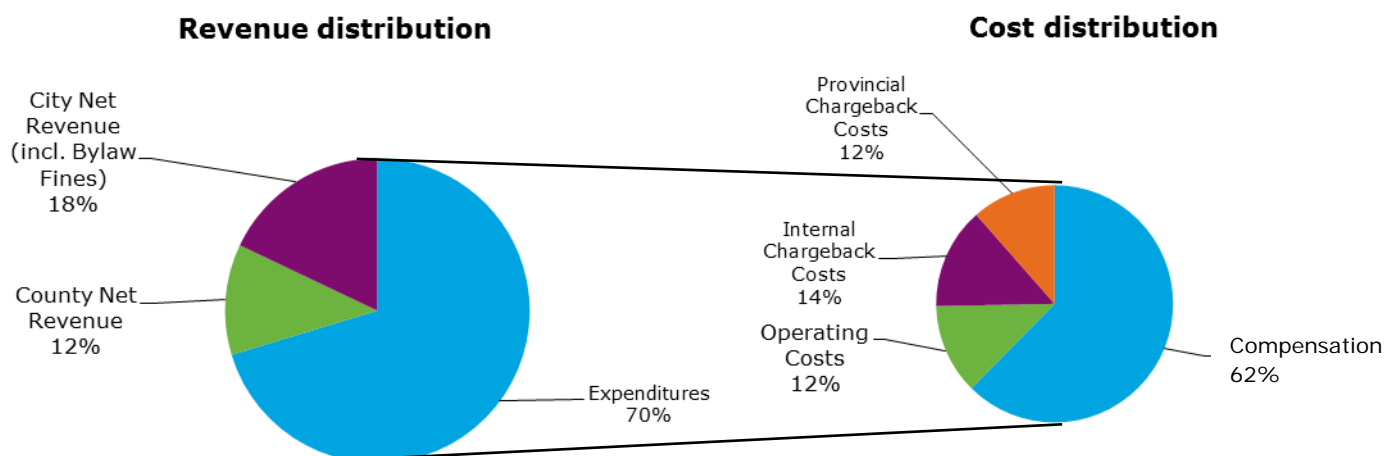
- Increase in compensation of \$133,575 or 10.8 per cent due to an additional FTE and collective agreements.
- Reduction in adjudication expenses and facility equipment repairs for POA operations of \$57,235 or 12.6 per cent based on trial court operational efficiencies and lighter court schedule.
- Increase in expenses for parking ticket processing operations to reflect actual expenditures associated with parking ticket processing operations.
- Increase in payment to the County of \$15,220 or 5.3 per cent.

The total budget expense increase for above changes is \$123,920 or 3.3 per cent.

Net budget (before reserve financing) of \$68,035 will be transferred to POA reserves.

2017 POA operations revenue distribution

Seventy per cent of gross revenue is directed to cover the cost of POA Operations. The remaining revenue is distributed between the City (as Service Provider) and the County (as representative of the Served Municipalities). Revenue distribution is determined pursuant to the City and County's Inter-Municipal Service Agreement.



2017 operations cost distribution

Operating costs are comprised of compensation, operating, internal City chargebacks and provincial chargebacks. Operating costs include purchased goods, services and banking fees. Internal chargebacks include payments to tax-supported departments for services provided to the court operations including snow removal, information technology and corporate support services (i.e. human resources, legal and finance services). Provincial chargebacks include costs related to adjudication, crown prosecutions, charge database usage and monitoring costs (i.e. provincial oversight of court operations).

Approved expansion

Provincial Offences Court Clerk

Service Area: Corporate Services

Department: Court Services

Category: Expansion - Service Investment

Corporate Connection: Service excellence

Budget impacts

Expense/Revenue	Funding Source	Timeframe
\$ 500	Operating	One-time
\$ 63,800	Operating	Ongoing

Total 2017 budget impact: \$ 64,300

Overview of request

To replace one Provincial Offences Court Clerk position that became vacant through attrition in 2015. This position was removed from the complement and not funded in the 2016 budget due to a trend of declining charge volumes.

The following events and initiatives have resulted in the need to add this position back into court operations.

- Charge volumes have increased by approximately 15 per cent. Although still below the annual average, this increase has resulted in increased front-line customer service work in processing payments and charges.
- In 2016, Courts submitted approximately 30,000 unpaid cases to collection agencies. Additional resources are required to manage and process the increased payments, case investigations and case resolutions resulting from the use of collection agencies.
- In 2016, Courts implemented on-line payment options through a third party vendor to provide better service. This improvement has succeeded in increasing the number of fines being paid and reducing payment processing fees, and now requires increased administrative support for internal payment processing.
- Upcoming Provincial legislative changes are anticipated to result in increased administrative work for court operations including processing Fail-to-Respond dockets, and determining and processing payment plans and extensions (previously undertaken by the judiciary).

Risks

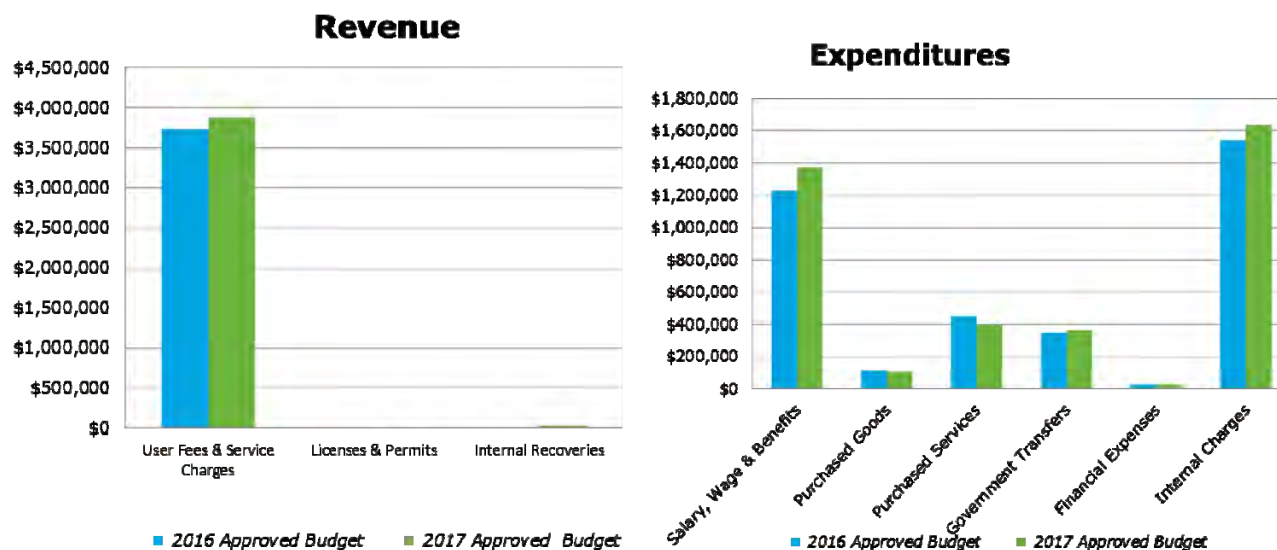
- Administrative delays will result in reinstating suspended licenses; this will negatively affect people under suspension.
- Customer service delays will result in longer in-person wait times and delays in returning phone calls.
- Overtime will be required to address financial reconciliation operations to ensure the City meets the operational requirements of the City's Agreement with the Province, and existing commitments for timely payments to other participating municipalities.

Non-tax supported budget: Court Services

Operating budget trend

	Total 2017 approved budget	Total 2018 projected budget	Total 2019 projected budget	Total 2020 projected budget
Revenue				
Parking ticket fines	(\$1,070,300)	(\$1,070,300)	(\$1,070,300)	(\$1,070,300)
Bylaw fines	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)
POA fines	(\$2,709,600)	(\$2,763,792)	(\$2,819,068)	(\$2,875,449)
Facility rentals	(\$2,100)	(\$2,100)	(\$2,100)	(\$2,100)
Internal Recoveries	(\$19,750)	(\$19,750)	(\$19,750)	(\$19,750)
Total revenues	(\$3,901,750)	(\$3,955,942)	(\$4,011,218)	(\$4,067,599)
Expenditures				
Compensation	\$1,367,400	\$1,387,324	\$1,406,900	\$1,426,900
Purchased goods	\$108,600	\$111,775	\$119,835	\$124,886
Purchased services	\$397,195	\$392,594	\$395,429	\$375,762
Bank charges	\$24,900	\$24,400	\$23,900	\$23,400
Payment to County	\$301,320	\$347,140	\$365,238	\$383,072
Provincial transfer	\$66,300	\$66,300	\$66,300	\$66,300
Debt charges	\$400,000	\$400,000	\$400,000	\$400,000
Internal charges	\$1,168,000	\$1,168,000	\$1,168,000	\$1,168,000
Total expenditures	\$3,833,715	\$3,897,533	\$3,945,602	\$3,968,320
Net budget before reserve financing	(\$68,035)	(\$58,409)	(\$65,616)	(\$99,279)
Reserve financing	\$68,035	\$58,409	\$65,617	\$99,279
Net budget after reserve financing	\$0	\$0	\$0	\$0
Full-time equivalents	15.0	15.0	15.0	15.0

Year-over-year revenue and expenses



2017-2026 approved capital budget

The approved 2017 Court Services capital budget identifies the most appropriate timing for capital investments, project costs and funding sources.

The budget includes regular replacement for information technology equipment, facility lifecycle and equipment and funding for the department's portion of the Corporate Technology Strategy.

In 2017, total capital expenditures are \$50,000 and the nine-year forecast equals \$454,300. The capital budget and forecast is allocated between the following categories and funding sources:

(\$'000s)

Project category	Project cost	County contributions	Capital reserves
Court facilities	\$235.90	\$117.95	\$117.95
Court administration	\$268.40	\$134.20	\$134.20
Total capital budget	\$504.30	\$252.15	\$252.15

Notable capital projects

- The POA is housed in an historic building with high heritage value. This older building and systems within it are at varying points in their lifecycle. A comprehensive asset management plan is being developed to ensure that the facility is maintained both for its historic value and to ensure its efficient use as an operating facility. In 2017 windows are scheduled to be replaced, providing an improved building envelope while keeping with the historic look of the building.

Non-tax supported budget: Court Services

- The City's Corporate Technology Strategic Plan is managed by Information Technology. This plan focuses on addressing three aspects: renewing critical technology infrastructure, improving access to information for all, and modernizing systems to improve overall functionality. The work involved in this initiative impacts all departments and all systems across the organization. The amount budgeted for POA in IT0014 and IT0028 represents Court's share as a percentage of the overall organization rather than of specific systems or applications.

2017 Non-Tax Supported Capital Budget 2018 to 2026 Non-Tax Supported Capital Forecast Court Services

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Own Revenue	Partner
Corporate Services Non-Tax									
Court Services									
BL0001 SECURITY RENEWAL - COURT SERVICES				10,000			10,000	5,000	5,000
GG0158 BUILDING RENEWAL - COURT SERVICES	20,000		25,000	14,000	20,000	139,900	218,900	109,450	109,450
GG0237 FACILITY EQUIPMENT - COURT SERVICES						7,000	7,000	3,500	3,500
GG0242 SCANNING EQUIP - COURT SERVICES				10,000			10,000	5,000	5,000
IT0014 IT RENEWAL - COURT SERVICES	21,100	15,400	36,100	20,500	25,400	116,500	235,000	117,500	117,500
IT0028 IT STRATEGIC PLAN - COURT SERVICES	8,900	10,100	2,700	400		1,300	23,400	11,700	11,700
Total POA	50,000	25,500	63,800	54,900	45,400	264,700	504,300	252,150	252,150

Reserve and Reserve funds

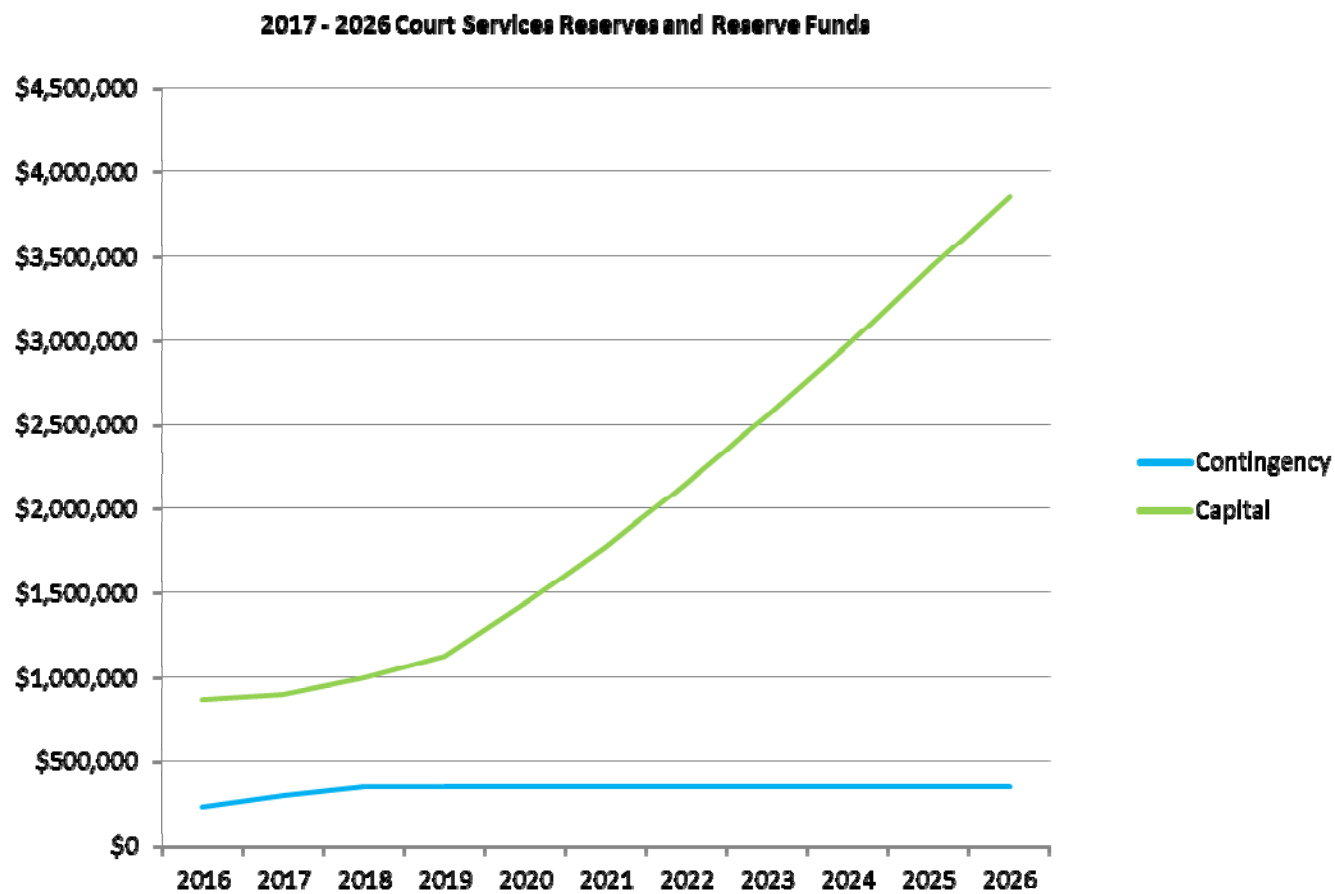
The chart below describes the purpose of the Contingency Reserve (non-interest earning) and Capital Reserve Fund (interest earning), the forecasted 2017 ending balance, the reserve or reserve fund target, and 2017 forecasted contribution.

Reserve or Reserve Fund	Purpose	2017 forecasted balance	2017 target	2017 forecast
Contingency Reserve 211	The reserve is funded from operating surpluses. Funds are transferred out at the direction of Council to help stabilize the department's annual operating budget, to fund a year-end operating deficit or to pay for capital projects that will result in operating savings. The balance in this reserve should be 10 per cent of the City's share of gross operating expenditures.	\$293,329	Balance of the reserve is to be 8—10% of gross operating expenditures	8%
Capital Reserve Fund 120	Funds are transferred in as contributions from the operating budget or any remaining surplus not committed to another reserve upon closing individual capital projects. This reserve is used to fund the City's share of capital works related to Court Services assets, and pay back loans (service debt) related to Guelph's Provincial Court facility. Annual contributions to this reserve should, at a minimum, equal depreciation expense.	\$899,643	Annual contribution of at least 100% of annual depreciation expense	0%

The following graph shows the forecasted 2017-2026 balance for the reserve and reserve fund. There is a two per cent or \$68,035 contribution to Contingency Reserve in 2017.

While there is no planned contribution to the Capital Reserve Fund in 2017, the current reserve balance is sufficient to fund forecasted 2017-2025 capital projects. As long as the City's share of expenditures is paid for, and reserves are adequately funded, the City would be eligible to receive a dividend from the Contingency Reserve. However, this is not anticipated to occur until after 2018 when the Reserve is anticipated to reach the required funding threshold.

Non-tax supported budget: Court Services



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Water and Wastewater Overview

Financial planning

As part of the *Safe Drinking Water Act, 2002*, the Province of Ontario requires municipal water service providers to develop or update a long-range financial plan every five years in order to renew Municipal Drinking Water Licences. In addition to satisfying Provincial requirements, the Water and Wastewater Long-range Financial Plan (2014-2019) helps the City provide long-term financial stability, system sustainability and community safety as it relates to our water supply. The plan also helps to inform the budgets and rate increases submitted annually for Council approval. Although not required by the Province, the City proactively includes Wastewater Services in long-range financial planning to provide a more complete picture of the water and wastewater systems and to ensure more accurate forecasting.

Summary of 2017 approved Water and Wastewater rates

The following volumetric rates and basic service charges are approved for 2017.

Summary of rate changes and impact on average annual residential water/wastewater bill			
	2016	2017	Change
Water volume charge - \$/cubic metre (m ³)	\$1.59	\$1.67	\$0.08
Water basic charge - \$/day	\$0.26	\$0.26	\$0.00
Wastewater volume charge - \$/cubic metre (m ³)	\$1.73	\$1.80	\$0.07
Wastewater basic charge - \$/day	\$0.32	\$0.32	\$0.00
Average residential annual bill*	\$810	\$836	\$26 or 3.3%

Note:

*Average annual volume of water consumed by a three-person household in Guelph is estimated to be 180 cubic metres. 2017 rates will come into effect on January 1, 2017.

These rates reflect an overall increase of 3.6 per cent to the Water operating budget and an overall increase of 3.5 per cent to the Wastewater operating budget, net of capital financing and expansions. Internal charges, compensation, expansions, and capital financing, including asset management and infrastructure sustainability, represent the largest impacts to the Water and Wastewater budgets, and are the main drivers of the 3.3 per cent average annual residential bill increase.

The City's goal of maintaining an affordable and reliable service for our community aims at keeping Guelph's water and wastewater rates close to average rates among comparable municipalities.

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Water Services

Water Services ensures a safe, secure and sustainable water supply for our community including water used for residential, business, recreational and firefighting purposes. The delivery of a safe, reliable water supply is a 24-hour business.

Council responsibility as owner

"The Safe Drinking Water Act, 2002 includes a statutory standard of care for individuals who have decision-making authority over municipal drinking water systems or who oversee the operating authority of the system. This can extend to municipal councillors. There are legal consequences for not acting as required by the standard of care, including possible fines or imprisonment.

"It is important that members of municipal council and municipal officials with decision-making authority over the drinking water system and oversight responsibilities over the accredited operating authority understand that they are personally liable, even if the drinking water system is operated by a corporate entity other than the municipality."

(Excerpted from: *Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils*)

Key Functions

Water Services is responsible for planning, design, construction, operation, maintenance and overall management of \$633.5 million in water infrastructure assets. To meet these needs and to care for its infrastructure, the Water Services operating budget provides funding for the following key functions:

Customer Service and Conservation

- Customer service and support
- Utility administration and revenue management
- Staff training and development
- Compliance and conformance programs
- Customer education, engagement and support for the efficient use of water resources, including the implementation of water conservation programs
- Capital components of conservation programs (e.g. leak detection in municipal water mains)
- Continuous service improvement including utility benchmarking and performance evaluation initiatives

Supply, Treatment and Protection

- Provision of a secure, reliable and continuous supply of water to the water distribution system
- Implementation of programs to ensure operational and environmental compliance
- Operation and maintenance of related infrastructure including disinfection systems, supply facilities, towers, pumping stations, and reservoirs
- Sponsorship of provincially mandated Source Water Protection program implemented by Engineering and Capital Infrastructure Services
- Sponsorship of backflow prevention program implemented by Building Services

Non-tax supported budget: Water Services

- Planning for infrastructure, capacity and emergency response
- Management and replacement of water supply assets with support from Engineering and Capital Infrastructure Services

Distribution and Metering

- Provision of a secure, reliable, and continuous supply of water to customers and for fire protection
- Operations and maintenance of infrastructure including water mains, valves, hydrants and service lines
- Installation of new water meters, replacement of aging meters, and transition to automated meter reading technology
- Planning for infrastructure, capacity and emergency response
- Management and replacement of distribution system assets with support from Engineering and Capital Infrastructure Services
- Management and delivery of the corporate infrastructure locates program

2017 initiatives

OUR SERVICES

- Initiate a detailed cost of service study to evaluate the true cost of water and wastewater services and to determine what, if any, rate and service fee changes may need to be considered to ensure the true cost of these services is recovered.

OUR RESOURCES

- Complete treatment system upgrades at Burke well to improve aesthetic water quality by removing iron and manganese; this includes the construction of a building addition on the existing well house.
- Construction of the third phase 3 of the Paisley-Clythe Feeder main to improve water delivery in the city's west end and to provide redundancy when completing major work on water pipes and mains that may require shut downs.
- Recoat and resurface the Speedvale water tower to extend the towers lifecycle; the tower will be out of service for a three-month period to complete the work which also includes site instrumentation and control upgrades.
- Complete a detailed engineering design to address electrical system constraints and to build in pumping operation efficiencies at the F.M. Woods Pumping Station.
- Implement the updated and Council-approved Water Efficiency Strategy including enhanced multi-residential and business programming as well as field construction of the final phase of 11 District Metered Areas to proactively manage water distribution system losses.

2017 approved operating budget

The operating budget covers the day-to-day delivery of a safe, reliable water supply that meets all provincial regulations. This includes everything from the energy costs of pumping and delivering water throughout our community, to the staff who are responsible for day-to-day operations. Although water delivery is a 24-hour business, Water Services implements operating efficiencies to ensure an affordable utility, including using on-call staffing and automatic processes to deliver a 24-hour service at a cost of just 30 per cent of what round-the-clock staffing would otherwise cost, and using the most cost-efficient water supplies (those that require less energy and treatment, for example) to meet water demands before using more costly ones.

The 2017 approved Water Services operating budget has gross expenditures of \$30,450,665 including internal charges, proposed expansions and transfers to reserves and reserve funds. The chart below shows the cost by functional area.

Non-tax supported budget: Water Services

2017 approved operating budget

	2016 approved budget	Customer Service and Conservation	Supply, Treatment and Protection	Distribution and Metering	2017 approved budget	Yr/Yr change (\$)	Yr/Yr change (%)
Revenue							
User fees & service charges	(\$26,202,442)	(\$27,403,315)	\$0	\$0	(\$27,403,315)	(\$1,200,873)	4.6%
Product sales	(\$24,100)	(\$17,000)	\$0	\$0	(\$17,000)	\$7,100	(29.5%)
Licenses & permits	(\$43,800)	(\$35,000)	\$0	\$0	(\$35,000)	\$8,800	(20.1%)
Interest & penalties	(\$13,000)	(\$13,000)	\$0	\$0	(\$13,000)	\$0	0.0%
External recoveries	(\$1,054,700)	(\$271,000)	(\$76,100)	(\$705,100)	(\$1,052,200)	\$2,500	(0.2%)
Internal recoveries	(\$1,306,000)	(\$1,493,150)	\$0	(\$437,000)	(\$1,930,150)	(\$624,150)	47.8%
Total Revenue	(\$28,644,042)	(\$29,232,465)	(\$76,100)	(\$1,142,100)	(\$30,450,665)	(\$1,806,623)	6.3%
Expenditure							
Compensation	\$6,462,400	\$3,070,600	\$1,329,200	\$2,303,700	\$6,703,500	\$241,100	3.7%
Purchased goods	\$2,874,150	\$439,370	\$1,996,200	\$840,500	\$3,276,070	\$401,920	14.0%
Purchased services	\$2,970,470	\$1,480,520	\$930,250	\$687,350	\$3,098,120	\$127,650	4.3%
Other transfers	\$709,852	\$724,525	\$0	\$0	\$724,525	\$14,673	2.1%
Internal charges	\$2,987,170	\$2,478,000	\$93,500	\$657,150	\$3,228,650	\$241,480	8.1%
Financial expenses	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Transfer to contingency	\$440,000	\$0	\$0	\$0	\$0	(\$440,000)	(100.0%)
Sub-total before capital expenditure and expansion	\$16,444,042	\$8,193,015	\$4,349,150	\$4,488,700	17,030,865	\$586,823	3.6%
Expansion	\$0	\$54,800	\$395,000	\$0	\$449,800	\$449,800	
Sub-total before capital expenditure	\$16,444,042	\$8,247,815	\$4,744,150	\$4,488,700	\$17,480,665	\$1,036,623	6.3%
Capital financing	\$12,200,000	\$2,064,014	\$8,152,934	\$2,753,051	\$12,970,000	\$770,000	6.3%
Total expenditure	\$28,644,042	\$10,311,829	\$12,897,084	\$7,241,751	\$30,450,665	\$1,806,623	6.3%
Net budget	\$0	(\$18,920,636)	\$12,820,984	\$6,099,651	\$0	\$0	0.0%
Forecast rates (per m3)	\$1.59				\$1.67	\$0.08	5.0%
Full-time equivalents	64.0				65.0	1.0	

Non-tax supported budget: Water Services

Explanation of changes

Revenue

- Decrease of \$284,490 resulting from water efficiency upgrades as part of the City's ICI Capacity Buyback Program, and remaining 2015 revenue amendments due to changing demand in the industrial sector
- Decrease of one day's worth of revenue (\$124,286) below previous year's; 2016 was a leap year
- Increase in projected 2017 residential revenues of \$130,800 based on forecasted new home construction
- Increased support recoveries from other City departments \$624,150 or 47.8 per cent, mainly for billing and metering, and utility locates services

Expenses

- Increase in compensation of \$241,100 or 3.7 per cent
- Increase in purchased goods \$401,920 or 14.0 per cent due to increases in the utility costs \$350,000 (electricity, stormwater, property taxes) and operating costs \$51,900.
- Reduction in contingency reserve contribution \$440,000; the reserve has sufficient funds
- Increase in capital financing contribution \$770,000 to fund future capital needs (addressing the infrastructure replacement funding gap)
- Transfer of water conservation program operating costs (\$360,000/year) from the operating to the capital budget to align these expenses to the correct budget as discussed through the approval of the updated Water Efficiency Strategy

Total budget expense increase for above changes is \$1,806,623 or 6.3 per cent.

Approved expansion

Permit to Take Water Monitoring Program

Service Area: Infrastructure
Development and
Enterprise Services

Department: Environmental Services, Water

Category: Expansion - New initiative

Corporate Connection: Service excellence

Budget impacts

Expense/Revenue	Funding Source	Timeframe
\$ 185,000	Operating	One-time
\$ 210,000	Operating	Ongoing
Total 2017 budget impact: \$ 395,000		

Overview of request

The City has a number of Permits to Take Water (PTTW) that allow the City to take groundwater for the purposes of supplying municipal customers with water. Permits are valid for periods of 2–10 years after which they are renewed for a subsequent period. Recent discussion with the Ontario Ministry of the Environment and Climate Change (MOECC) indicated that the MOECC will be requiring additional monitoring requirements of the City's wellfields. These monitoring requirements will be negotiated as part of the PTTW renewal process. Currently Water Services, on behalf of the City, conducts voluntary monitoring of its wellfields to assess the sustainability of its water supply and to monitor for potential environmental impacts. The potential changes to PTTWs will make monitoring programs a regulatory requirement, specify the monitoring and reporting that must occur during the operation of the wellfields, and thus significantly increase work-related to compliance. Permit requirements are expected to include both increased monitoring and reporting efforts. This expansion covers the additional resources and funds needed to meet new PTTW compliance requirements.

Efficiencies

The PTTW Monitoring Program expansion will ensure compliance with renewed PTTWs. The permits define terms and conditions of the operation of City wellfields for water-taking for municipal water supply. Implementing the Permit to Take Water Monitoring Program will:

- Assist the City in meeting the Corporate Administrative Plan by delivering services in an effective and efficient way
- Provide efficient resources and funds to implement permit condition monitoring and reporting
- Ensure that the City can satisfy the conditions of the permit
- Ensure the continued and uninterrupted operation of City wells

Non-tax supported budget: Water Services

- Provide the City with increased environmental stewardship over its water resources and ensuring that its water supply continues to be sustainable and without significant environmental impacts

Options Considered

The PTTW Monitoring Program expansion is a regulatory compliance issue. While the City will negotiate satisfactory conditions within its permits, there are few alternatives to compliance. Non-compliance is not an alternative. Hiring of additional Water Services staff to implement the program was considered. Being a new program, however, and lacking existing expertise among current Water Services staff, it was decided to initially implement the PTTW Monitoring Program through the use of consultants. The use of consultants will allow the City to assess the level of effort required to implement the program, and to re-visit implementation in future budgets at which point the City may re-consider the use of new staff to implement the program if it can be justified in terms of cost-savings and program efficiencies.

Risks

If the PTTW Monitoring Program expansion is not implemented, required monitoring and reporting contained within the permits will not be completed, and the City would be subject to fines and other enforcement actions. The City prides itself on the safe and sustainable operation of its water supply. Failure to implement the program would put the City's reputation at risk and be contrary to the City's Corporate Administrative Plan. The City and its Council, as owners of the municipal water supply system, are required to ensure compliance with Drinking Water Quality Management Standards; non-compliance issues would require reporting in annual reports and in annual MOECC inspections.

Non-tax supported budget: Water Services

Approved expansion

Corporate Analyst, Non-tax

Service Area: Corporate Services

Department: Finance

Category: Expansion – Strategic Investment

Corporate Connection: Financial stability

Budget impacts

Expense/Revenue	Funding Source	Timeframe
\$ 4,500	Operating	One-time
\$ 105,100	Operating	Ongoing

Total 2017 budget impact: \$ 109,600 (shared cost between Water and Wastewater services)

Overview of request

This corporate budget analyst will be fully dedicated to the support of all non-tax supported City services supporting water, wastewater, courts, OBC and stormwater (new for 2017). The analyst will assist in developing a clear long-term financial plan, assist departments with user fee and rate analyses. Approval of a dedicated non-tax analyst will require a realignment of current analysts departmental responsibilities.

Efficiencies

Approval of this position will:

- Add analytical rigor to improve the City's financial integrity and promote transparent reporting for improved communication with stakeholders
- Allow for the development of a clear, long-term financial plan to better position the City to respond to growth
- Increase capacity to help ensure the cost of providing service and / or revenue streams are estimated correctly and with reasonable and defensible assumptions
- Improve budget estimates and potentially reduce budget variances by identifying issues in a timely manner
- Allow for a more efficient budget cycle which would save time and resources across the entire corporation

Options considered

Sharing the responsibility of this work among existing Tax Supported Analyst was considered.

Concerns with this approach include:

- Increased workload on existing staff which leads to a reduction in staff morale and limits the City's ability to retain staff
- Impedes the ability to foster process improvement

Non-tax supported budget: Water Services

Risks

- Chronic budget variances
- Continued public distrust with respect to the City's financial integrity
- Additional capacity constraints on currently overextended budget resources

Approved expansion

Source Water Protection Program Coordinator

Service Area: Infrastructure
Development and
Enterprise Services

Department: Environmental and Capital
Infrastructure Services

Category: Expansion - Legislated

Corporate Connection: Service excellence

Budget impacts

Expense/Revenue	Funding Source	Timeframe
\$ 9,500	Operating	One-time
\$ 76,900	Operating	Ongoing

Total 2017 budget impact: \$ 0

(this position will be recovered through Groundwater Protection capital project WT0009)

Overview of request

The Source Water Protection Program Coordinator position began in May 2016 as a temporary, six-month CUPE 973 contract position. This position supported program development and startup, education and outreach, and the development of work flow processes associated with building permits, development applications and Committee of Adjustment reviews as required under the *Clean Water Act* and associated regulations.

Workload monitoring for meeting regulatory obligations since the Source Protection Plan came into effect on July 1, 2016 substantiates the need for this position on a full-time basis. Specifically, the position will coordinate building permit applications, development plan applications and Committee of Adjustment submissions which need to be reviewed and processed by the Risk Management Official (RMO). Under Section 59 of the *Clean Water Act*, notices must be issued for all development applications and building permits that are subject to the Source Protection Plan. Due to regulations under the *Clean Water Act* and Guelph's unique vulnerability under the program where almost all of the city is subject to regulation, this work has significant human resource and regulatory impacts.

Benefits and Efficiencies

Approval of this position would provide the following benefits (some regulatory) and efficiencies:

- Protecting the City's water supply
- Timely completion of regulated reviews Under Section 59 of the *Clean Water Act* in regards to development and planning applications
- Creation of efficient workflow processes related to regulatory legislation
- Support in the completion of risk management plans allowing for more timely turnaround for stakeholders

Options Considered

Filling the position on a temporary basis and the use of consulting services were considered, however this approach is in direct conflict with the current collective agreement.

Risks

Without a full time Source Water Protection Program Coordinator, the City may be unable remain in compliance with the obligations that municipalities have under the *Clean Water Act* and associated regulations.

Non-compliance would result in:

- Orders or penalties against the City from the Ministry of the Environment and Climate Change
- A negative public opinion of the City for failing to comply with provincial regulations
- Reduced service levels and stakeholder criticism associated with delays in processing appropriate Section 59 notices
- Backlogs of approvals that will directly impact Planning Services, Building Services and the Committee of Adjustment
- Delays in issuance of risk management plans and associated customer service complaints

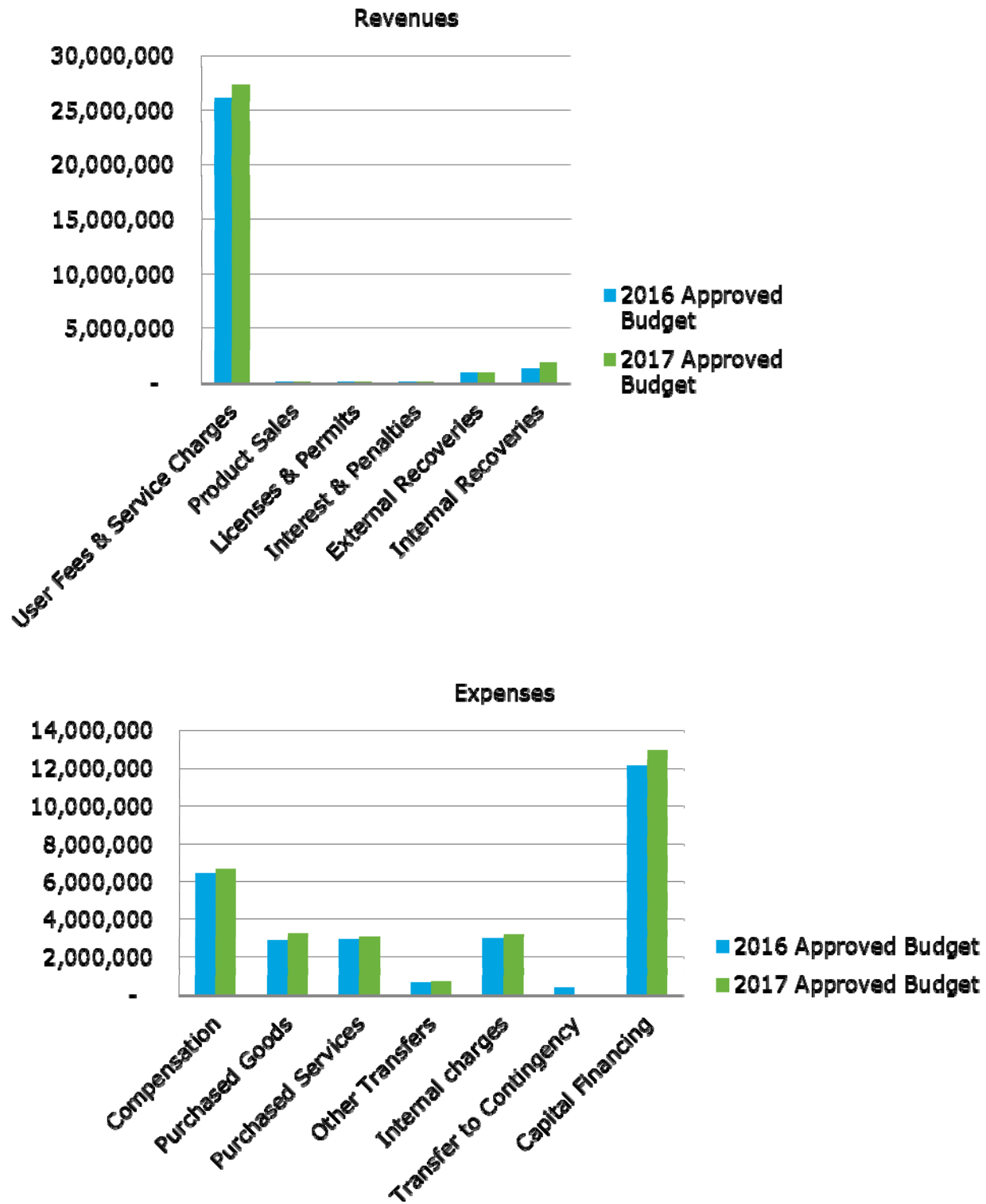
Non-tax supported budget: Water Services

Operating budget trend

The approved multi-year Water Services operating budget considers major budget expense drivers including compensation, energy costs, inflation and anticipated program expansions. Staff is forecasting the need for additional resources, including both purchased goods and services and new staff to support the operation and maintenance of new treatment additions at Membro and Burke wells, and a new water distribution pressure zone. Staff has also identified the need for additional resources to enhance distribution system maintenance programs. These programs include water meter replacements and additional water main cleaning in conjunction with the iron and manganese treatment upgrades at Burkes Well. Staff will work to further refine these forecasts in future budgets. The summary table below is provided for information only.

	2016 approved budget	2017 approved budget	2018 projected budget	2019 projected budget	2020 projected budget
Revenue					
User fees & service charges	(\$26,202,442)	(\$27,403,315)	(\$28,949,100)	(\$30,461,800)	(\$32,080,098)
Product sales	(\$24,100)	(\$17,000)	(\$17,300)	(\$17,600)	(\$17,600)
Licenses & permits	(\$43,800)	(\$35,000)	(\$35,700)	(\$36,400)	(\$36,400)
Interest & penalties	(\$13,000)	(\$13,000)	(\$13,000)	(\$13,000)	(\$13,000)
External recoveries	(\$1,054,700)	(\$1,052,200)	(\$1,052,400)	(\$1,052,400)	(\$1,052,400)
Internal recoveries	(\$1,306,000)	(\$1,930,150)	(\$1,930,200)	(\$1,930,200)	(\$1,930,200)
Total revenue	(\$28,644,042)	(\$30,450,665)	(\$31,997,700)	(\$33,511,400)	(\$35,129,698)
Expenditure					
Compensation	\$6,462,400	\$6,703,500	\$6,904,400	\$7,111,300	\$7,389,789
Purchased goods	\$2,874,150	\$3,276,070	\$3,392,900	\$3,515,300	\$3,629,875
Purchased services	\$2,970,470	\$3,098,120	\$3,124,400	\$3,151,400	\$3,275,688
Other transfers	\$709,852	\$724,525	\$724,500	\$724,500	\$760,725
Internal charges	\$2,987,170	\$3,228,650	\$3,228,700	\$3,228,700	\$3,375,121
Transfer to contingency	\$440,000	\$0	\$0	\$0	\$0
Sub-total before capital expenditure and expansion	\$16,444,042	\$17,030,865	\$17,374,900	\$17,731,200	\$18,431,198
Expansion	\$0	\$449,800	\$552,800	\$560,200	\$378,500
Sub-total before capital expenditure	\$16,444,042	\$17,480,665	\$17,927,700	\$18,291,400	\$18,809,698
Capital financing	\$12,200,000	\$12,970,000	\$14,070,000	\$15,220,000	\$16,320,000
Total expenditure	\$28,644,042	\$30,450,665	\$31,997,700	\$33,511,400	\$35,129,698
Total expenditure change	2.7%	6.3%	5.1%	4.7%	4.8%
LRFP expenditure change	8.0%	6.6%	5.0%	5.0%	5.0%
Net budget	\$0	\$0	\$0	\$0	\$0
Forecast rates (per m3)	\$1.59	\$1.67	\$1.79	\$1.93	\$2.04
Full-time equivalents	64.0	65.0	65.0	65.0	65.0

Year-over-year revenue and expenses



Non-tax supported budget: Water Services

2017-2026 approved capital budget

The capital budget covers costs for the facilities that support the delivery of safe, clean water such as treatment systems and well houses, and all the pipes and mains needed to deliver water throughout the community, from source to tap. This includes any new infrastructure needed to support our growing community as well as the replacement of infrastructure as it ages. Replacing aging infrastructure is far less costly than completing emergency repairs on failed infrastructure.

The approved 2017 Water Services capital budget and forecast identifies the most appropriate timing for capital work, project costs and funding sources. Total expenditures for the Water Services' 2017 capital budget are \$18,096,000, and the nine-year forecast is \$162,055,100.

Based on the completion of a detailed asset management plan for the City's water plant based infrastructure in 2016, through the budget staff are seeking Council approval to access Water Capital reserve funds to complete \$25 million in critical plan-based upgrades over a five-year period (2017-2021). These works will ensure that current service standards for customers are met and avoid the risk of critical failures to the water system.

Service Based ('000s)

Project category	Project cost	Federal Gas Tax	Development Charges	Partner contribution	Grants & subsidies	Capital reserves
Growth						
Customer Service & Conservation	7,957.1	0.0	7,957.1	0.0	0.0	0.0
Supply, Treatment & Protection	44,238.9	0.0	41,026.4	0.0	0.0	3,212.5
Distribution & Metering	29,788.5	0.0	11,810.7	0.0	0.0	17,977.8
Total growth	81,984.5	0.0	60,794.2	0.0	0.0	21,190.3
Infrastructure replacement						
Customer Service & Conservation	0.0	0.0	0.0	0.0	0.0	0.0
Supply, Treatment & Protection	71,469.4	0.0	3,250.0	0.0	0.0	68,219.4
Distribution & Metering	26,697.2	0.0	4,068.0	0.0	1,007.4	21,621.8
Total infrastructure replacement	98,166.6	0.0	7,318.0	0.0	1,007.4	89,841.2
Total capital budget	180,151.1	0.0	68,112.2	0.0	1,007.4	111,031.5

Non-tax supported budget: Water Services

Programs of Work

(Programs of work are located in Tab 7)

Downtown Infrastructure Renewal	page 341
Full Corridor Reconstruction – Growth	page 347
Full Corridor Reconstruction – Renewal	page 353
Water Distribution Network	page 411
Water Plant & Equipment	page 413

Water Services is directly responsible for capital projects related to the supply, treatment, pumping and metering of the water system. Construction of the majority of projects for pipes and mains are the responsibility of Engineering and Capital Infrastructure Services as these projects are tied to wastewater, storm water and road infrastructure projects within the same physical space, typically roadways. Water Services funds these projects through capital and DC reserves.

Additional Capital projects

In addition to projects within these five programs, Water Services works closely with the Engineering and Capital Infrastructure Services to coordinate work. In 2017, work related to contaminated site monitoring and remediation is being supported by Water Services (WT0036).

The City's Corporate Technology Strategic Plan is managed by Information Technology. This plan focuses on addressing three aspects: renewing critical technology infrastructure, improving access to information for all, and modernizing systems to improve overall functionality. The work involved in this initiative impacts all departments and all systems across the organization. The amount budgeted for Water Services in IT0021 and IT0030 represents Water's share as a percentage of the overall organization rather than of specific systems or applications.

As part of the overall corporate asset management work specific to Water Services, GIS data modelling (WT0037) and overall network review for performance testing, benchmark setting and criticality investigations (WD0029) will be completed. As part of the regular long-term planning for Water Services, an updated Water and Wastewater Servicing Master Plan will be initiated. This update will be integrated and aligned with other linear infrastructure planning that is occurring as well as overall corporate growth planning.

The City's Fleet is managed by Operations. Replacement of vehicles is based on industry best practice and actual condition of vehicles. In 2017 three Water Services vehicles are to be replaced based on these criteria (GG0202).

Non-tax supported budget: Water Services

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Water Services**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Rate Funding
Infrastructure, Development & Enterprise Non-Tax										
Water Services										
Contaminated Sites										
WT0036 IMICO SITE MONITORING & REMEDIATION	500,000						500,000			500,000
IT Innovation										
IT0021 WW ITS REPLACEMENT	66,100	73,600	106,300	85,200	68,600	423,000	822,800			822,800
IT0030 IT STRATEGIC PLAN - WATER	33,900	38,400	10,300	1,400		5,100	89,100			89,100
Planning & Studies										
WD0029 PERFORMANCE/BENCHMARKING/CRITICALITY INVESTIGATIONS	250,000						250,000		250,000	
WD0038 SERVICING STRATEGY UPDATES		50,000					50,000			50,000
WD0039 WATER DISTRIBUTION MASTER PLAN				250,000		250,000	500,000			500,000
WT0023 WS1-7 MASTERPLAN STUDIES	140,000			450,000			590,000		590,000	
WT0037 GIS DATA MODELLING	70,000						70,000			70,000
Vehicle & Equipment										
GG0202 WATERWORKS FLEET REPL	79,500	205,500	585,100	418,000	253,400	1,761,000	3,302,500			3,302,500
Programs of Work										
Downtown Infrastructure Renewal	1,686,000	573,000	50,000	655,000	376,000	452,000	3,792,000		0	3,792,000
Full Corridor Reconstruction - Growth	756,000	1,491,000	1,422,000	1,651,000	1,391,500	14,510,000	21,221,500		7,525,200	13,696,300
Full Corridor Reconstruction - Renewal	2,207,200	961,000	6,064,000	278,000	1,732,000	4,049,000	15,291,200	1,007,400	0	14,283,800
Water Distribution Network		100,000	130,000	1,279,000		4,702,000	6,211,000		4,552,500	1,658,500
Water Plant & Equipment	12,307,300	29,176,600	13,001,700	11,798,900	10,301,900	50,874,600	127,461,000		55,194,500	72,266,500
Total Infrastructure, Development & Enterprise Non-Tax - Water Services	18,096,000	32,669,100	21,369,400	16,866,500	14,123,400	77,026,700	180,151,100	1,007,400	68,112,200	111,031,500

Reserves and Reserve funds

Water Services maintains reserves to support financial goals. Reserves are subject to Council–approved management policies and provide flexibility for dealing with variations in revenues and expenditures, and for funding service renewal and growth. While not yet fully sufficient to meet the needs of our infrastructure backlog, these reserves are the result of Council decisions over the past years. They ensure the City's ability to safely maintain our infrastructure over the long-term.

This chart provides the purpose of each reserve, forecasted 2017 ending balance, overall target, and 2017 forecasted target.

Reserve or Reserve Fund	Purpose	2017 forecasted balance	Target	2017 forecast
Water Services Stabilization Reserve	The reserve is funded from operating surpluses. Funds are transferred out at the direction of Council to help stabilize the rate as part of the annual budget process, to fund a year-end operating deficit or to pay for capital projects that will result in operating savings. The balance in this reserve should be 8-10% of gross operating revenue.	\$2,753,749	Balance of the reserve is to be 8-10% of gross operating revenue No additional contribution at this time	9%
Water Services Contingency Reserve	This reserve is funded by the operating surplus. Funds are transferred out to help the department to respond to emergency or unplanned expenses.	\$857,646	Balance of the reserve is to be 8% to 10% of gross purchased goods and services expenditures No additional contribution at this time	13.5%

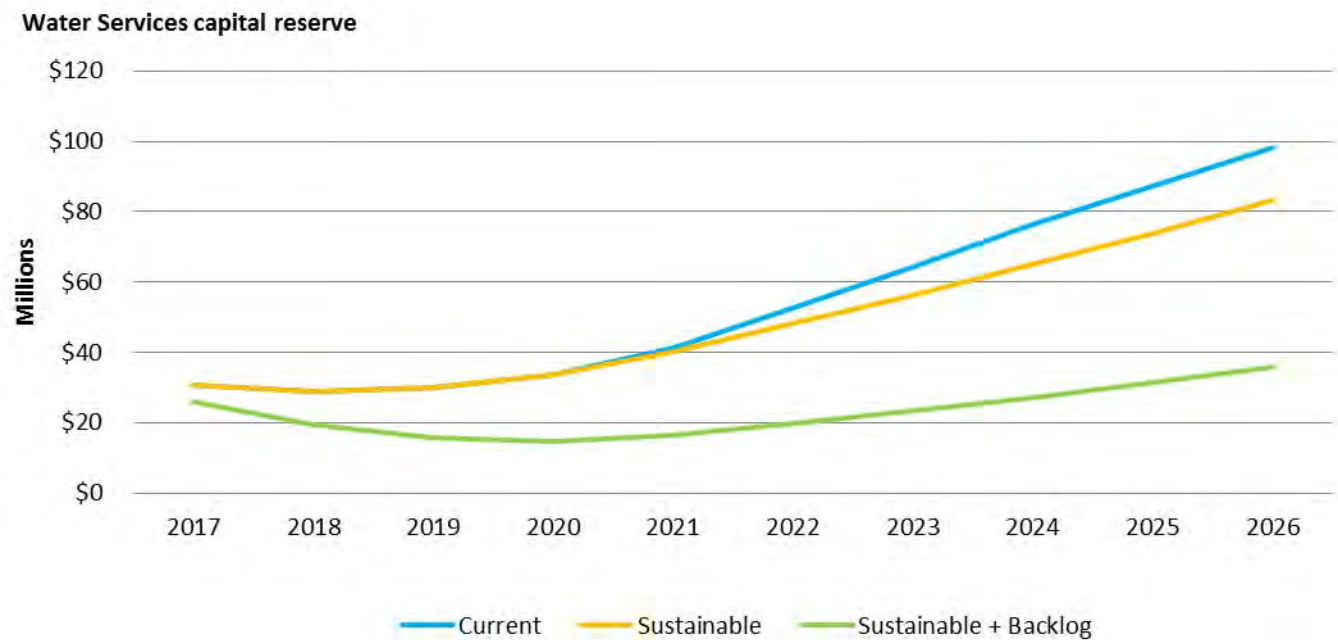
Non-tax supported budget: Water Services

Reserve or Reserve Fund	Purpose	2017 forecasted balance	Target	2017 forecast
Water Service DC Exempt Reserve Fund	Funds transferred in as contributions from the operating budget. This reserve fund is used to fund approved growth related costs not eligible under the Development Charges Act. Annual contributions should equal the last known value of Council approved exemptions.	\$488,018	Annual transfer is a 3-year average of historical exemptions.	100%
Water Services Capital Reserve Fund	Funds are transferred in as contributions from the operating budget or any remaining surplus not committed to another reserve upon closing individual capital projects. This reserve is used to fund the City's share of capital works related to Water Services infrastructure. Annual contributions to this reserve should, at a minimum, equal depreciation expense.	\$30,795,110	Annual contribution that is $\geq 100\%$ of annual depreciation expense	100%
Water Services Development Charges Reserve Fund	Funds are transferred in as collected from developers. The reserve fund is used to fund the growth-related component of water projects identified in the Development Charges Background Study and approved in the capital budget.	\$17,578,907	Monitor that DC collections are occurring as forecast	Quarterly updates

Non-tax supported budget: Water Services

Capital reserve

The Water Services capital reserve balance is projected to reach \$98 million by 2026 based on currently budgeted annual capital contributions and forecasted project expenditures. A clearer picture of the reserve is shown by overlaying capital spending at a sustainable level, and dealing with the current infrastructure backlog. As Corporate Asset Management further investigates the water system, a more robust capital project forecast will be created. This forecast brings the City's annual water infrastructure spending to the estimated level required to sustain the system; this amount is \$11.6 per year while currently we budget \$5.2 million per year. Spreading the current backlog of projects, estimated at \$47.2 million, over the next 10 years would reduce the forecasted balance to \$36 million. This level of spending and elimination of the backlog would ensure optimal operation of the City's water system and minimize complete lifecycle costs.

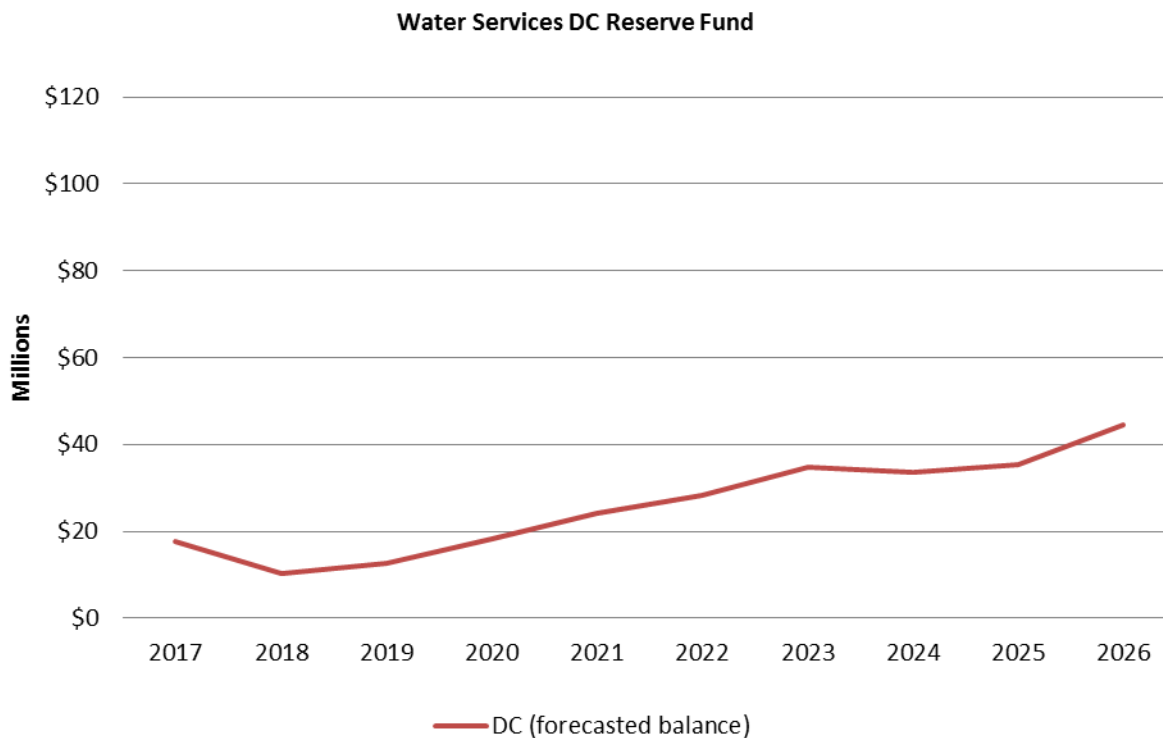


- Blue Line Forecasted reserve balance without accounting for sustainable capital spending.
- Yellow Line Forecasted reserve balance with sustainable capital spending levels based on Asset Management best practice.
- Green Line Forecasted reserve balance with sustainable capital spending and elimination of current backlog (\$47.2M) over 10 years.

As much of the work for water infrastructure is closely tied to wastewater, storm water and roads, it is critical that the timing of construction be coordinated to ensure the most efficient use of funds as well as the least amount of disruption to residents and businesses. Limited tax funding available for roads and stormwater to date have resulted in portions of water infrastructure work being delayed. Further delay could affect water service delivery and operating budgets. As a result, replacement of buried water infrastructure may need to be carried out independent of other infrastructure, leading to higher costs, multiple disruptions, and substandard road surfaces due to the trench and patch method that would need to be used for underground water infrastructure work.

Development Charge reserve fund

Forecasted balances in the Development Charge (DC) reserve fund are based on DC collections which are dependent on the amount of growth in Guelph each year. In order to manage the reserve, actual collections are compared to those forecast, and adjustments are made to growth-related projects based on any changes in expectations of needs for related capital work.



Wastewater Services

Wastewater Services delivers reliable sanitary services and high-quality effluent (outflow) that meets or does better than regulatory requirements. Wastewater treatment is a 24-hour business. The department is responsible for planning, design, construction, operation, maintenance and overall management of \$613.7 million in wastewater infrastructure assets. To meet these needs and care for its infrastructure, the Wastewater Services operating budget provides funding for the following key functions:

Customer Service and Education

- Customer service and support
- Customer education
- Staff training and development
- Support for post-secondary institutions through tours, special studies and data exchange

Facility Operations and Maintenance

- Operation, maintenance, optimization, and compliance of the Wastewater Treatment Facility
- Management, planning and compliance of the biosolids program
- Planning and implementation of new capital projects to upgrade the treatment process
- Laboratory testing and services

Spills Response, Sewer Use By-Law Enforcement, Wastewater Collection System Operation and Maintenance

- Enforcing Guelph's Sewer Use By-Law
- Responding to city wide spills on behalf of the corporation
- Addressing customer sewer blocks and carrying out preventative maintenance and repairs as required
- Planning infrastructure replacements and expansions

2017 initiatives

OUR SERVICES

- Update the Wastewater Treatment and Biosolids Management Master Plan to ensure long-term sustainability of the City's wastewater services
- Continue the digester cleaning program (removal of residual solids) to ensure optimal performance of wastewater digesters

OUR RESOURCES

- Continue to research, purchase and install generators on a priority schedule to ensure continued service during both short- and long-term power disruptions

Non-tax supported budget: Wastewater Services

- Work with the Ministry of the Environment and Climate Change to move the wastewater treatment plan re-rating process forward (application submitted in 2016)
- Implement a management and capital programs review to inform the 2018 operating and capital budgets
- Continue to implement the innovative anammox treatment process piloted in 2016, a first in Canada, to maintain service affordability and system sustainability
- Continue to implement the biosolids storage project to enable more beneficial reuse of biosolids, contributing to utility affordability and competitiveness by reducing landfill use

2017 approved operating budget

The operating budget covers the day-to-day processing and treatment of wastewater that meets all provincial regulations. Wastewater Services also manages the preventative maintenance program of the sanitary collection system as well as the operation of the Environmental Protection team. This includes everything from the energy costs of running the wastewater treatment plant, to the staff that are responsible for day-to-day operations.

The 2017 approved Wastewater Services operating budget has gross expenditures of \$30,946,448 including internal charges and transfers to reserves. The chart that follows the cost by functional area.

Non-tax supported budget: Wastewater Services

2017 approved operating budget

Description	2016 Approved Budget	Customer Service & Conservation	Plant Operations & Maintenance	Spills Response, Sewer Use, Enforcement and Wastewater Collections	2017 Approved Budget	Year / Year Change (\$)	Year / Year Change (%)
Revenue							
User Fees & Service Charges	(\$29,799,028)	(\$30,896,448)	\$0	\$0	(\$30,896,448)	(\$1,097,420)	3.68%
Product sales	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Interest & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
External Recoveries	\$0	\$0	(\$50,000)	\$0	(\$50,000)	(\$50,000)	0.00%
Internal Recoveries	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Revenue	(\$29,799,028)	(\$30,896,448)	(\$50,000)	\$0	(\$30,946,448)	(\$1,147,420)	3.85%
Expenditure							
Compensation	\$5,050,960	\$1,155,400	\$3,168,500	\$812,200	\$5,136,100	\$85,140	1.69%
Purchased Goods	\$4,299,400	\$534,000	\$3,811,900	\$177,700	\$4,523,600	\$224,200	5.21%
Purchased Services	\$3,644,820	\$1,025,675	\$2,440,800	\$114,800	\$3,581,275	(\$63,545)	-1.74%
Other Transfers	\$903,448	\$922,223	\$0	\$0	\$922,223	\$18,775	2.08%
Internal charges	\$3,150,400	\$2,323,250	\$694,800	\$460,400	\$3,478,450	\$328,050	10.41%
Transfer to Contingency	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Sub-total before Capital Expenditure and Expansion	\$17,049,028	\$5,960,548	\$10,116,000	\$1,565,100	\$17,641,648	\$592,620	3.48%
Expansion	\$0	\$54,800	\$0	\$0	\$54,800	\$54,800	
Sub-total before Capital Expenditure	\$17,049,028	\$6,015,348	\$10,116,000	\$1,565,100	\$17,696,448	\$647,420	3.80%
Capital Financing	\$12,750,000	\$0	\$3,279,075	\$9,970,925	\$13,250,000	\$500,000	3.92%
Total Expenditure	\$29,799,028	\$6,015,348	\$13,395,075	\$11,536,025	\$30,946,448	\$1,147,420	3.85%
Net Budget	\$0	(\$24,881,100)	\$13,345,075	\$11,536,025	\$0	\$0	0.00%
Forecast Rates (per m3)	\$1.73				\$1.80	\$0.07	4.05%
Full Time Equivalents	50.0				50.0	-	0.00%

Non-tax supported budget: Wastewater Services

Explanation of changes

Revenue

- Decreased in overstrength surcharge revenue of \$150,000 or 37.5 percent due to customers implementing improved treatment at source
- Increased basic charge revenue \$55,460 or 1 per cent

Expenses

- Increase in compensation \$85,000 or 1.7 per cent
- Increase in purchased goods \$342,200 or 15 per cent mainly due to utilities (electricity, stormwater, and property taxes). This is offset by a \$123,600 or 6.4 per cent decrease in small tools and chemicals.
- Decrease in purchased services \$63,545 or 1.7 percent due to decrease in repairs and maintenance found through efficiencies
- Increase in interdepartmental support costs \$328,000 or 10.4 per cent for metering/billing and other internal staff chargebacks
- Increase in capital financing contribution \$500,000 or 3.9 per cent to fund future capital needs (addressing the infrastructure replacement funding gap)

Total budget expense increase for above changes is \$1,147,420 or 3.9 per cent.

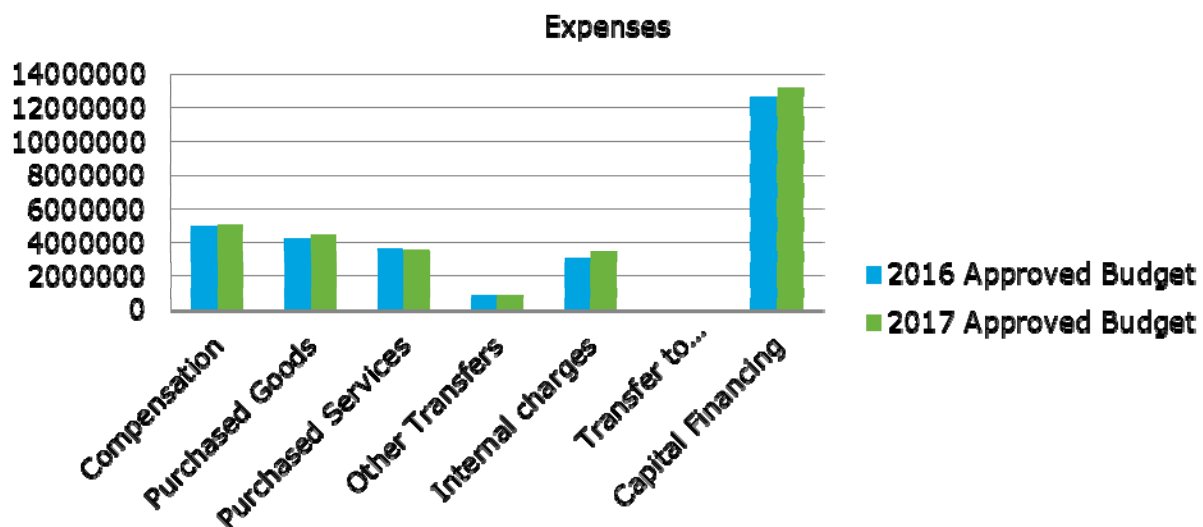
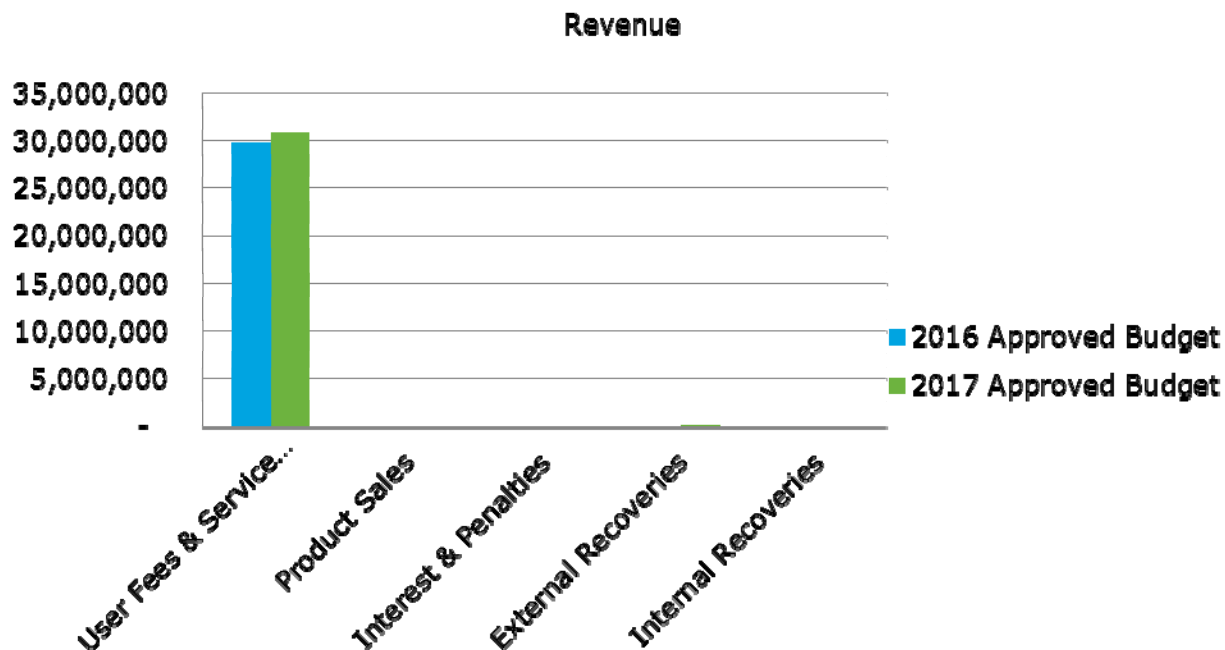
Non-tax supported budget: Wastewater Services

Operating budget trend

The approved multi-year Wastewater Services operating budget is based on forecasted compensation, energy costs and inflation. Staff will work to refine this forecast in future budgets and will include anticipated program expansions. The summary below is provided for information only.

	2016 approved budget	2017 approved budget	2018 projected budget	2019 projected budget	2020 projected budget
Revenue					
User fees & service charges	(\$29,799,028)	(\$30,896,448)	(32,253,800)	(33,625,600)	(35,348,971)
Grants	\$0	\$0	\$0	\$0	\$0
Interest & penalties	\$0	\$0	\$0	\$0	\$0
External recoveries	\$0	(\$50,000)	(\$50,000)	(\$50,000)	(\$50,000)
Internal recoveries	\$0	\$0	\$0	\$0	\$0
Total revenue	(\$29,799,028)	(\$30,946,448)	(32,303,800)	(33,675,600)	(35,398,971)
Expenditure					
Compensation	\$5,050,960	\$5,136,100	\$5,290,000	\$5,448,600	\$5,636,574
Purchased goods	\$4,299,400	\$4,523,600	\$4,679,300	\$4,841,800	\$4,998,200
Purchased services	\$3,644,820	\$3,581,275	\$3,630,300	\$3,680,000	\$3,811,066
Other transfers	\$903,448	\$922,223	\$922,200	\$922,200	\$968,310
Internal charges	\$3,150,400	\$3,478,450	\$3,478,500	\$3,478,500	\$3,629,321
Transfer to Contingency	\$0	\$0	\$0	\$0	\$0
Sub-total before capital expenditure and expansion	\$17,049,028	\$17,641,648	\$18,000,300	\$18,371,100	\$19,043,471
Expansion	\$0	\$54,800	\$53,500	\$54,500	\$55,500
Sub-total before capital expenditure	\$17,049,028	\$17,696,448	\$18,053,800	\$18,425,600	\$19,098,971
Capital financing	\$12,750,000	\$13,250,000	\$14,250,000	\$15,250,000	\$16,300,000
Total expenditure	\$29,799,028	\$30,946,448	\$32,303,800	\$33,675,600	\$35,398,971
Total expenditure change	1.8%	3.9%	4.4%	4.2%	5.1%
LRFP expenditure change	7.7%	5.7%	5.0%	5.0%	5.0%
Net budget	\$0	\$0	\$0	\$0	\$0
Forecast rates (per m3)	\$1.73	\$1.80	\$1.91	\$2.04	\$2.15
Full-time equivalents	51.0	50.0	50.0	50.0	50.0

Year-over-year revenue and expenses



2017-2026 approved capital budget

The capital budget covers costs for the facilities needed to process and treat our community's wastewater, and all the pipes and mains needed to move wastewater from Guelph's homes and businesses to the treatment plant. This includes any new infrastructure needed to support our growing community as well as the replacement of infrastructure as it ages. Replacing aging infrastructure is far less costly than completing emergency repairs on failed infrastructure.

The approved 2017 Wastewater Services capital budget and forecast identifies the most appropriate timing for capital work, project costs and funding sources. Total expenditures for the approved 2017 Wastewater Services capital budget are \$8,298,900, and the nine-year forecast is \$129,530,600.

Service Based ('000s)

Project category	Project cost	Grants Tax	Development Charges	Developer & other	Capital reserves
Growth					
Treatment plant operations	73,010.0	0.0	59,725.0	819.1	12,466.0
Sewer use & collection	32,727.0	0.0	10,159.4	0.0	24,567.8
Total growth	105,737.0	0.0	69,884.4	819.1	35,033.8
Infrastructure replacement					
Treatment plant operations	13,134.8	0.0	0.0	0.0	13,134.8
Sewer use & collection	18,957.7	768.5	308.6	0.0	17,880.6
Total infrastructure replacement	32,092.5	0.0	308.6	0.0	31,015.4
Total capital budget	137,829.5	768.5	70,192.8	819.1	66,049.2

Non-tax supported budget: Wastewater Services

Programs of Work

Downtown Infrastructure Renewal	page 341
Full Corridor Reconstruction – Growth	page 347
Full Corridor Reconstruction – Renewal	page 353
Wastewater Collection	page 403
Water Distribution Network	page 411
Wastewater Plant & Equipment	page 407

Wastewater Services is directly responsible for capital projects related to the collection and treatment of domestic, commercial, institutional and industrial wastewater. The majority of projects for pipes and sewers are the responsibility of Engineering and Infrastructure Services as these are tied to water, stormwater and road infrastructure projects within the same physical space, typically roadways. Wastewater services funds these projects through their capital and DC reserves.

Additional Capital projects

In addition to projects within these six programs, Wastewater Services works closely with Engineering and Capital Infrastructure Services to coordinate work. In 2017, work related to contaminated site monitoring and remediation (ST0022) is being supported by Wastewater Services.

The City's Corporate Technology Strategic Plan is managed by Information Technology. This plan focuses on addressing three aspects: renewing critical technology infrastructure, improving access to information for all, and modernizing systems to improve overall functionality. The work involved in this initiative impacts all departments and all systems across the organization. The amount budgeted for Wastewater Services in IT0022 and IT0031 represents Wastewater's share as a percentage of the overall organization rather than of specific systems or applications.

As part of the overall corporate asset management work specific to Wastewater Services, GIS data modelling (ST0023) and a system wide Servicing Study (SC0029).

The City's Fleet is managed by Operations. Replacement of vehicles is based on industry best practice and actual condition of vehicles. In 2017 two Wastewater Services vehicles are to be replaced based on this criteria (GG0203).

Non-tax supported budget: Wastewater Services

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Wastewater Services**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Developer & Partner	Development Charges	Rate Funding
Contaminated Sites											
ST0022 IMICO SITE MONITORING & REMEDIATION	500,000						500,000				500,000
IT Innovation											
IT0022 WS ITS REPLACEMENT	80,600	68,600	163,000	92,500	75,500	577,200	1,057,400				1,057,400
IT0031 IT STRATEGIC PLAN - WASTEWATER	27,400	31,000	8,300	1,200		4,100	72,000				72,000
Planning & Studies											
SC0010 WWS6 WASTEWATER MPLAN UPDATE				300,000		300,000	600,000			600,000	
SC0029 SERVICING STUDIES	100,000	100,000	50,000	25,000	25,000	125,000	425,000			244,500	180,500
ST0008 WASTEWATER MASTERPLAN						306,000	306,000			306,000	
ST0023 GIS DATA MODELLING	70,000						70,000				70,000
Road Surface Improvements & Expansion											
SC0037 GORDON:LOWES-EDINBURGH		500,000					500,000				500,000
Vehicle & Equipment											
GG0203 WASTEWATER FLEET REPL	67,200	212,700	84,800	380,500	110,200	1,694,000	2,549,400				2,549,400
Programs of Work											
Full Corridor Reconstruction - Growth	1,534,000	1,159,000	1,639,000	1,250,000	1,391,000	14,241,000	21,214,000			2,986,000	18,228,000
Full Corridor Reconstruction - Renewal	1,593,700	648,000	542,000	106,000	969,000	2,001,000	5,859,700	768,525		0	5,091,175
Downtown Infrastructure Renewal	2,121,000	1,047,000	45,000	556,000	325,000	354,000	4,448,000			40,200	4,407,800
Water Distribution Network						896,000	896,000			197,100	698,900
Wastewater Collection	1,150,000	1,350,000	2,320,000	1,822,000	1,250,000	9,850,000	17,742,000			6,400,000	11,342,000
Wastewater Plant & Equipment	1,055,000	8,154,000	4,801,000	13,993,000	4,615,000	48,972,000	81,590,000		819,070	59,418,980	21,351,950
Total Infrastructure, Development & Enterprise Non-Tax - Wastewater	8,298,900	13,270,300	9,653,100	18,526,200	8,760,700	79,320,300	137,829,500	768,525	819,070	70,192,780	66,049,125

Non-tax supported budget: Wastewater Services

Reserve and Reserve funds

Wastewater Services maintains reserves to support financial goals. Reserves are subject to Council-approved management policies and provide flexibility for dealing with variations in revenues and expenditures, and for funding service renewal and growth. While not yet fully sufficient to meet the needs of our infrastructure backlog, these reserves are the result of Council decisions over the past years. They ensure we can safely maintain our infrastructure over the long-term.

This chart describes the purpose of each reserve, forecasted 2017 ending balance, target, and 2017 forecasted target.

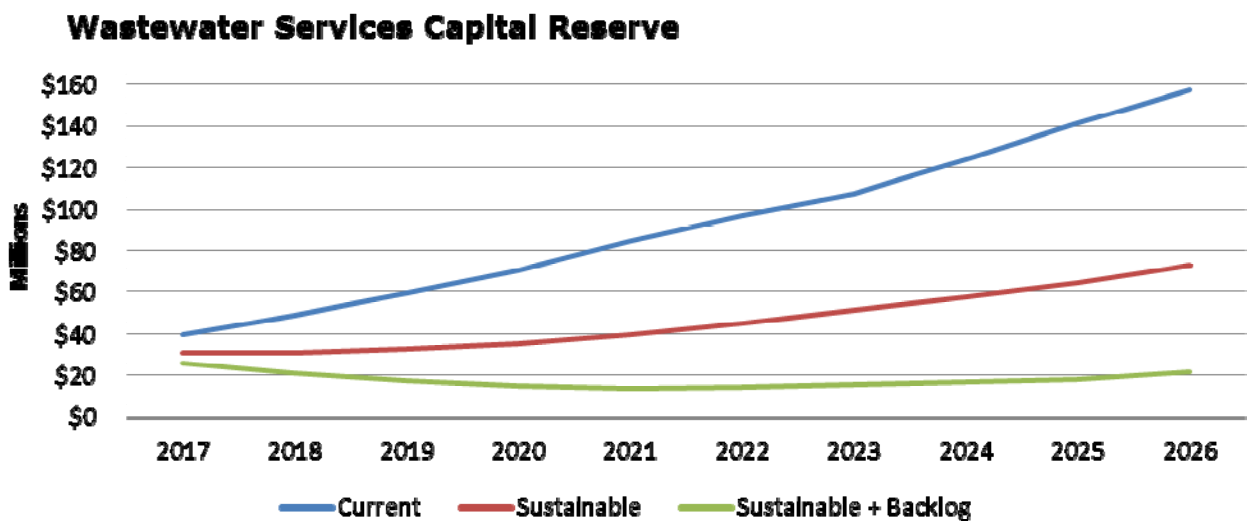
Reserve or Reserve Fund	Purpose	2017 forecasted balance	Target	2017 forecast
Wastewater Services Stabilization Reserve	The reserve is funded from operating surpluses. Funds are transferred out at the direction of Council to help stabilize the rate as part of the annual budget process, to fund a year-end operating deficit or to pay for capital projects that will result in operating savings. The balance in this reserve should be 8-10% of gross operating revenue.	\$3,674,047	Balance of the reserve is to be 8-10% of gross operating revenue No additional contribution at this time	11.9%
Wastewater Services Contingency Reserve	This reserve is funded by the operating surplus. Funds are transferred out to help the division to respond to emergency or unplanned expenses.	\$890,049	Balance of the reserve is to be 8% to 10% of gross purchased goods and services expenditures No additional contribution at this time	11%
Wastewater Service DC Exempt Reserve Fund	Funds are transferred in as contributions from the operating budget. This reserve fund is used to fund approved growth related costs not eligible under the Development Charges Act. Annual contributions should equal the last known value of Council-approved exemptions.	\$903,055	Annual transfer is a 3-year average of historical exemptions.	100%

Non-tax supported budget: Wastewater Services

Wastewater Services Capital Reserve Fund	Funds are transferred in as contributions from the operating budget or any remaining surplus not committed to another reserve upon closing individual capital projects. This reserve is used to fund the City's share of capital works related to Wastewater Services infrastructure. Annual contributions to this reserve should, at a minimum, equal depreciation expense.	\$39,894,838	Annual contribution of > = 100% of annual depreciation expense	100%
Wastewater Services Development Charges Reserve Fund	Funds are transferred in as collected from developers. The reserve fund is used to fund the growth-related component of wastewater projects identified in the Development Charges Background Study and approved in the capital budget.	\$3,230,889	Monitor that DC collections are occurring as forecast	Updated reserve fund forecasts quarterly

Capital reserve

The Wastewater Capital reserve balance is projected to reach \$157 million by 2026 based on currently budgeted annual capital contributions and forecasted project expenditures. A clearer picture of the reserve is shown by overlaying capital spending at a sustainable level, and dealing with the current infrastructure backlog. As Corporate Asset Management further investigates the water system, a more robust capital project forecast will be created. This forecast brings the City’s annual wastewater infrastructure spending to the estimated level required to sustain the system; this amount is \$15.7 million per year while currently we budget \$5.5 million per year. Spreading the current backlog of projects, estimated at \$76.9 million, over 15 years would reduce the forecasted balance to \$20 million. This level of spending and elimination of the backlog would ensure optimal operation of the City’s water system and minimize complete lifecycle costs.

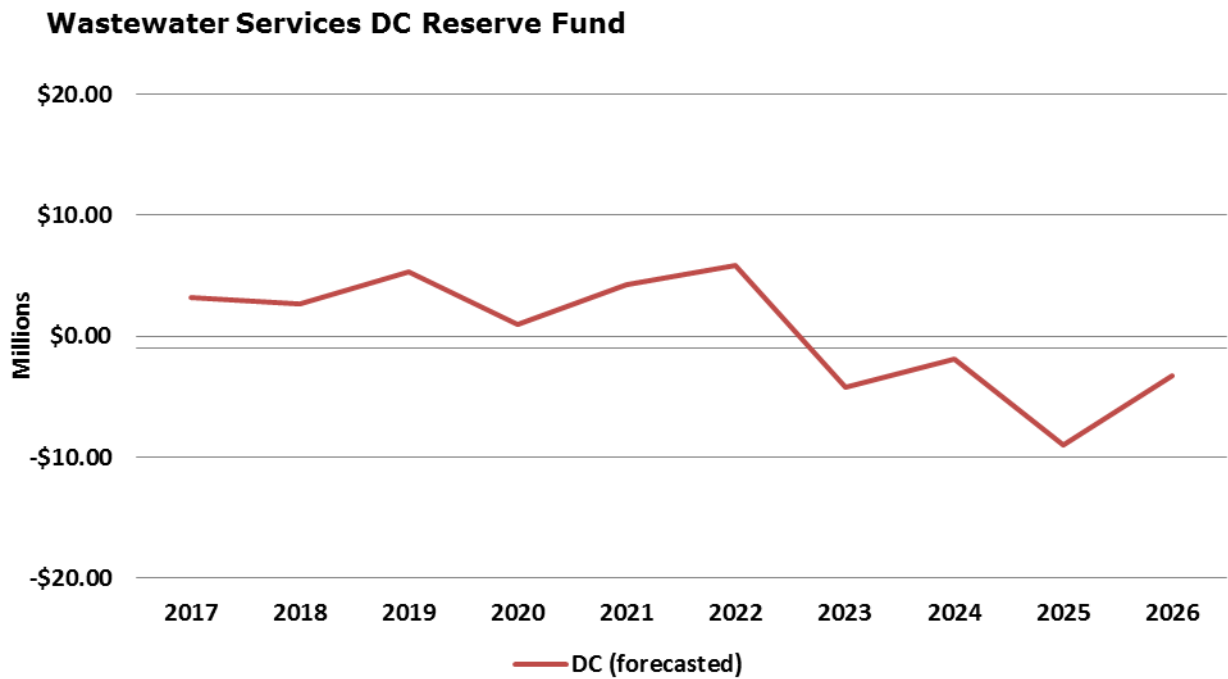


- Blue Line Forecasted reserve balance without accounting for sustainable capital spending.
- Red Line Forecasted reserve balance with sustainable capital spending levels based on Asset Management best practice.
- Green Line Forecasted reserve balance with sustainable capital spending and elimination of current backlog (\$76.9M) over 15 years.

As much of the work for wastewater infrastructure is closely tied to water, storm water and roads, it is critical that the timing of construction be coordinated to ensure the most efficient use of funds as well as the least amount of disruption to residents and businesses. Limited tax funding available for roads and stormwater to date have resulted in portions of water infrastructure work being delayed. Further delay could affect wastewater service delivery and operating budgets. As a result, replacement of buried wastewater infrastructure may need to be carried out independent of other infrastructure, leading to higher costs, multiple disruptions, and substandard road surfaces due to the trench and patch method that would need to be used for underground wastewater infrastructure work.

Development Charge reserve fund

Forecasted balances in the Development Charge (DC) reserve fund are based on DC collections which are dependent on the amount of growth each year. In order to manage the reserve, actual collections are compared to those forecast, and adjustments are made to growth related projects based on any changes in expectations of needs for related capital work. Currently the reserve is forecasted to go into a negative position in 2023. This decline relates to a major wastewater infrastructure expansion expected to be required at that time.



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Stormwater Services

The Stormwater Services budget development is centred on the objectives of protecting both property and the environment, ensuring regulatory compliance, managing our assets, and maintaining affordability. Annual operating budget development for stormwater is based on net-zero funding principles, as defined by the *Municipal Act, 2001*, where revenues and expenses, including funding for capital reserves, are balanced. For Stormwater Services, this approach to budget development involves the following steps:

- 1) Forecasting the increase in overall impervious area based on trends in development of both the residential and ICI sectors;
- 2) Analysis and forecasting of current year actuals and their impacts on future year expenditures;
- 3) Assessment and summation of all operating expenses that contribute to the budget expenditure total; and
- 4) Bringing together all expenditures and forecasts in a rate model to determine the rates required to fund annual budgets. This step includes determining contributions to various funding reserves to achieve financial goals including the reduction of infrastructure funding gaps.

Financial planning

The recommended Sustainable Stormwater Funding Strategy will help the City provide long-term financial stability, system sustainability, environmental protection and community safety as it relates to stormwater. The strategy will also help to inform annual budget and fee increases for Council approval.

2017 approved Stormwater Services fee

Summary of service fee and impact on average residential household			
	2016 (average amount paid through tax-supported budget)	2017 (amount approved to be paid through fee)	Change
Monthly residential household stormwater contribution*	\$2.36	\$4.00	\$1.64
Annual residential bill	\$28.32	\$48.00	\$19.68

Note:

*Residential household billing is based on the Equivalent Residential Unit (ERU) funding model. The ERU is a measure of the average number of square metres of impervious surface area of residential properties throughout the city. The ERU in Guelph is 188 square metres. The stormwater service fee will come into effect on January 1, 2017.

The service fee reflects a transition from a tax-supported service in 2016 to a non-tax-supported service in 2017. The transition of stormwater service funding from property taxes to a fee provides a more fair and equitable service funding model.

Future year fees

To ensure the timely replacement of Guelph's stormwater infrastructure, and to accommodate Guelph's continued growth, stormwater rate projections over the next four years show an increase to \$5.80 per Equivalent Residential Unit (ERU).

The following table shows proposed and projected increases for ERU (dollars per month), and the overall impact to residential customer bills:

Proposed, and projected rates and residential bill impacts				
	2017 approved	2018 projected	2019 projected	2020 projected
Monthly residential stormwater charge (based on one ERU)	\$4.00	\$4.60	\$5.20	\$5.80
Annual residential bill	\$48.00	\$55.20	\$62.40	\$69.60

Non-tax supported budget: Stormwater Services

Managing stormwater involves controlling the quantity and quality of runoff resulting from rainfall and snowmelt. Stormwater management systems represent valuable public assets that provide many benefits for many users including pollution control and flood protection. The City's stormwater management system includes storm sewers, pipes, roadside ditches, watercourses, culverts, bridges, swales, catchbasins, outfalls, ponds and other water quality treatment facilities with an estimated replacement value of approximately \$572 Million (2015).

Capital Improvements

- Overall management of stormwater infrastructure
- Design and construction of capital projects
- Growth planning

Operations and Maintenance

- Regulatory compliance
- Emergency response and clean-up
- Enforcement of bylaws
- Inspections
- Ditch clearing
- Culvert maintenance
- Maintenance and repairs
- Stream rehabilitation and flood mitigation works

Asset Renewal

- Replacement, upgrades and control of:
 - Pipes
 - Ponds (including storage/treatment facilities)
 - Watercourses (including erosion control of rivers, creeks and streams)

Non-tax supported budget: Stormwater Services

2017 initiatives

OUR RESOURCES

- Operate a sustainable and reliable municipal utility by managing financing strategies to support ongoing capital, operational and maintenance, and sustainable asset renewal needs.
- Investigate a credit program that provides an incentive for property owners to reduce stormwater runoff and pollutant discharge.

2017 approved operating budget

	2016 restated budget	2017 approved budget	Yr/Yr Change (\$)	Yr/Yr Change (%)
Revenue				
User fees & service charges	(\$2,116,600)	(\$4,219,000)	(\$2,102,400)	99.3%
Total revenue	(\$2,116,600)	(\$4,219,000)	(\$2,102,400)	99.3%
Expenditure				
Purchased services	\$0	\$219,000	\$219,000	100.0%
Operations support	\$715,633	\$715,633	\$0	0.0%
Interdepartmental support	\$200,967	\$232,070	\$31,103	15.5%
Sub-total before reserve financing	\$916,600	\$1,166,703	\$250,103	27.3%
Stabilization reserve contributions	\$0	\$100,000	\$100,000	100.0%
Capital financing	\$1,200,000	\$2,952,297	\$1,752,297	146.0%
Total expenditure	\$2,116,600	\$4,219,000	\$2,102,400	99.3%
Net budget	\$0	\$0	\$0	

The 2016 restated budget refers to the amount for stormwater service that was previously funded through property tax as outlined in the staff report on page 79. The restated budget is made up of direct costs transferred from Operations, interdepartmental overhead allocations from various City departments, and stormwater capital contribution.

Explanation of changes

Revenue

- Introduction of stormwater service utility fee with projected revenue of \$4.2 million in 2017

Expenses

- Billing service charges of \$219,000 for billing administration by Guelph Hydro
- Increased administrative support of \$31,100 or 15.5 per cent from other City departments.

Non-tax supported budget: Stormwater Services

- No change in operations and maintenance support.
- Initial contribution of \$100,000 to establish the Stormwater Stabilization Reserve: the reserve will help to stabilize the service fee rate as part of the annual budget process, help fund any year-end operating deficit, or be used pay for capital projects that would result in operating cost savings.
- Increased capital financing contribution of \$1,752,000 or 146 per cent to pay for the City's portion of current and future capital expenditures.

Operating budget trend

The approved multi-year Stormwater Services operating budget considers major budget expense drivers including compensation, inflation, and anticipated program needs. Staff will work to further refine these forecasts in future budgets.

	2016 restated budget	2017 approved budget	2018 projected budget	2019 projected budget	2020 projected budget
Revenue					
User fees & service charges	(\$2,116,600)	(\$4,219,000)	(\$4,819,000)	(\$5,419,000)	(\$6,024,900)
Total revenue	(\$2,116,600)	(\$4,219,000)	(\$4,819,000)	(\$5,419,000)	(\$6,024,900)
Expenditure					
Purchased services	\$0	\$219,000	\$223,400	\$232,300	\$236,900
Operations support	\$715,633	\$715,633	\$737,067	\$759,200	\$781,976
Interdepartmental support	\$200,967	\$232,070	\$237,800	\$343,700	\$350,600
Sub-total before reserve financing	\$916,600	\$1,166,703	\$1,198,267	\$1,335,200	\$1,369,476
Program contingency		\$0	\$100,000	\$0	\$0
Stabilization reserve contributions	\$0	\$100,000	\$100,000	\$100,000	\$100,000
Capital financing	\$1,200,000	\$2,952,297	\$3,420,733	\$3,983,800	\$4,555,424
Total expenditure	\$2,116,600	\$4,219,000	\$4,819,000	\$5,419,000	\$6,024,900
Net budget	\$0	\$0	\$0	\$0	\$0
Forecasted rates (ERU)	\$2.36*	\$4.00	\$4.60	\$5.20	\$5.80
Annual residential bill	\$28.36*	\$48.00	\$55.20	\$62.40	\$69.60

*The fee reflects a transition from a tax-supported service in 2016 to a non-tax supported service in 2017

Non-tax supported budget: Stormwater Services

2017-2026 approved capital budget

Project category	Project cost (\$'000s)	Development Charges	Partner contribution	Grants & subsidies	Capital reserves
Collection & conveyance	\$33,415.0	\$ 726.7	\$0	\$371.5	\$32,316.8
Storage & filtration	\$7,280.0	\$0	\$0	\$1,125.0	\$6,155.0
Total capital budget	\$40,695.0	\$726.7	\$0	\$1,496.5	\$38,471.8

The total expenditures for the Stormwater Services 2017 Capital budget are \$4,151,100, and the nine-year forecast is \$36,543,900.00.

Non-tax supported budget: Stormwater Services

Programs of Work

(Programs of work are located in Tab 7)

Downtown Infrastructure Renewal	page 341
Full Corridor Reconstruction – Growth	page 347
Full Corridor Reconstruction – Renewal	page 353
Stormwater Collection and Storage & Filtration	page 383
Wastewater Collection	page 403
Water Distribution Network	page 411

Stormwater Services is directly responsible for all capital projects related to the stormwater collection and conveyance system, and for stormwater storage and filtration. Many of the collection and conveyance projects are tied to water, wastewater and road infrastructure projects within the same physical space, typically roadways. Stormwater Services funds these projects through capital and DC reserves.

Additional Capital projects

In addition to projects within these seven programs, Stormwater Services works closely with the Engineering and Capital Infrastructure Services department to coordinate work. In 2017, work related to road restoration and resurfacing (SW0076) is being supported by Stormwater Services.

As part of the overall corporate asset management work specific to Stormwater Services, GIS data modelling (SW0074) will be completed.

Reserves and Reserve funds

Reserve or Reserve Fund	Purpose	2017 forecasted balance	target	2017 forecast
Stormwater Services Stabilization Reserve	This reserve is used to fund the stabilization of the Stormwater charge rate as part of the annual budget process, help fund a year-end operating deficit or to pay for capital projects that will result in operating savings.	\$100,000	Balance of the reserve is to be 8-10% of gross operating revenue	0.2%
Stormwater Services Capital Reserve Fund	This reserve is used to fund 2017 capital projects, to set aside funds for future capital infrastructure replacement needs and any future debt repayments associated with financing of capital projects.	\$966,207	Annual contribution of > = 100% of annual depreciation expense	114%
Stormwater Development Charge Reserve Fund	Funds are transferred in as collected from developers. The reserve fund is used to fund the growth-related component of water projects identified in the Development Charges Background Study and approved in the capital budget.	(\$2,266,773)	Monitor that DC collections are occurring as forecast	Quarterly updates

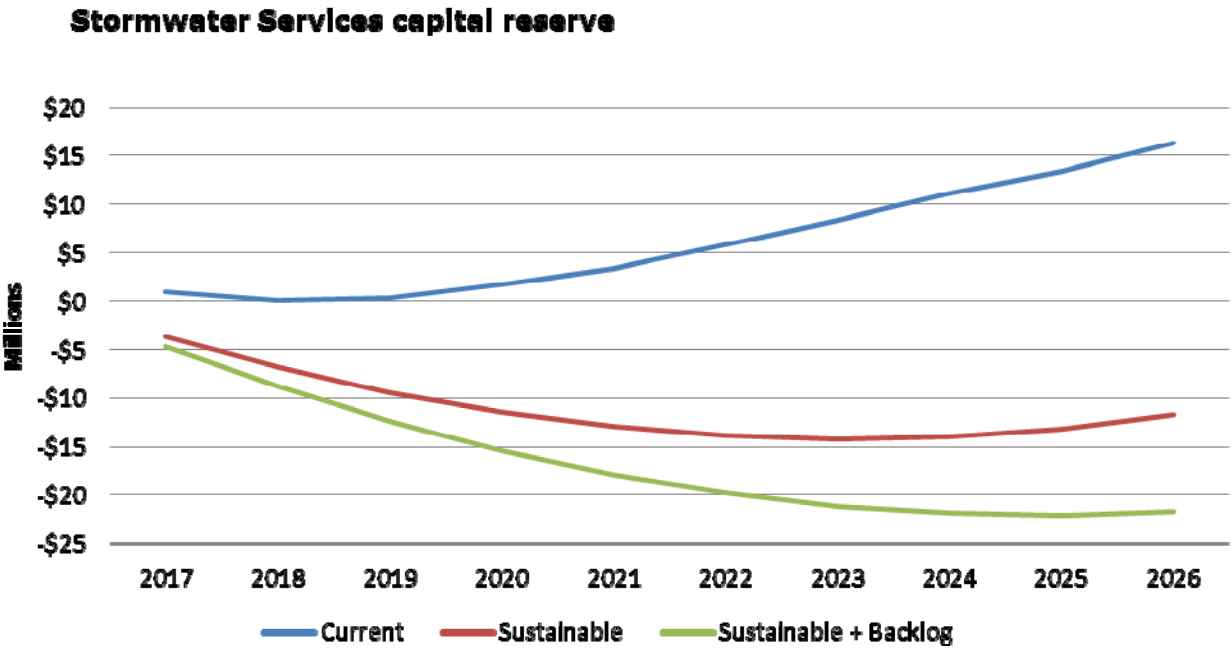
Capital reserve

The Stormwater Services capital reserve balance is projected to reach \$16.3 million by 2026 based on currently budgeted annual capital contributions and forecasted project expenditures. A clearer picture of the reserve is shown by overlaying capital spending at a sustainable level, and dealing with the current infrastructure backlog. As Corporate Asset Management further investigates the stormwater system, a more robust capital project forecast will be created. This forecast brings the City's annual infrastructure spending to the estimated level required to sustain the system; this amount is \$6.3 million per year while currently we budget \$300,000 per year. Spreading the current backlog of projects, estimated at \$26.2 million, over the next 20 years would reduce the forecasted balance to (\$22.3) million. This level of spending and elimination of the backlog would ensure optimal operation of the City's water system and minimize complete lifecycle costs.

This newly created, rate-funded service is more than 15 years behind where the Water and Wastewater Services reserves are at and will require some time to reach a sustainable level of

Non-tax supported budget: Stormwater Services

funding. Once reached, sustainable reserve funds would allow Stormwater Services to meet sustainable spending levels and eliminate the existing backlog.

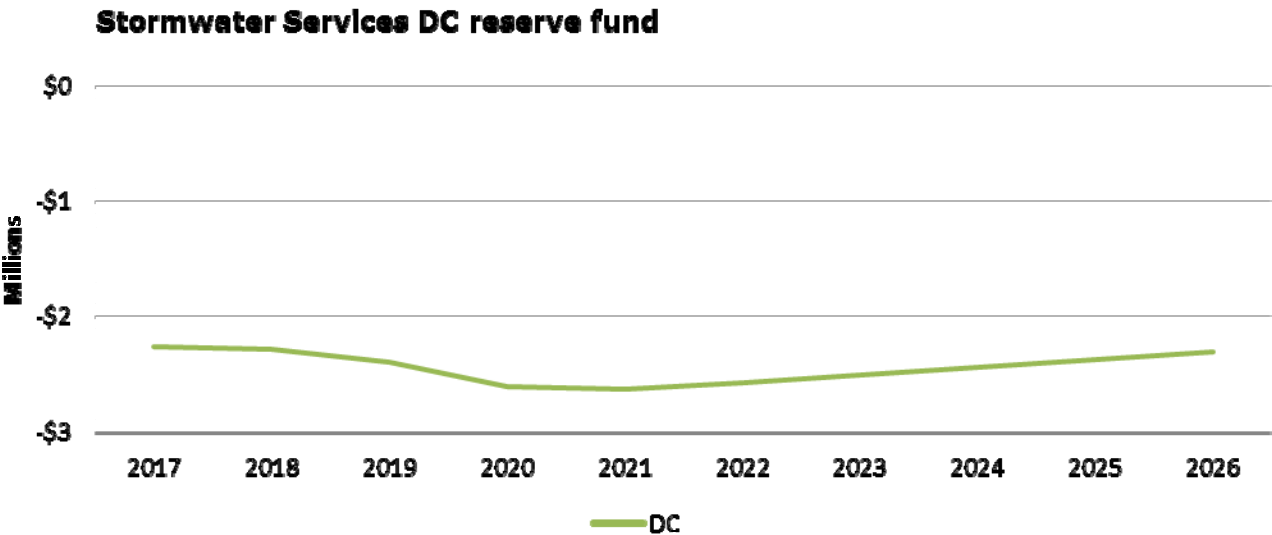


- Blue Line Forecasted reserve balance without accounting for sustainable capital spending.
- Red Line Forecasted reserve balance with sustainable capital spending levels based on Asset Management best practice.
- Green Line Forecasted reserve balance with sustainable capital spending and elimination of current backlog (\$26.2M) over 15 years.

As much of the work stormwater infrastructure is closely tied to water, wastewater and roads it is critical that the timing of construction be coordinated to ensure the most efficient use of funds as well as the least amount of disruption to residents and businesses. Limited tax funding available for roads and stormwater (previously) to date have resulted in portions of this important infrastructure work being delayed. Further delay could affect stormwater service delivery and operating budgets. As a result, replacement of buried stormwater infrastructure may need to be carried out independent of other infrastructure, leading to higher costs, multiple disruptions, and substandard road surfaces due to the trench and patch method that would need to be used for underground stormwater infrastructure work.

Development Charge reserve fund

Forecasted balances in the Development Charge (DC) reserve fund are based on DC collections which are dependent on the amount of growth in Guelph each year. In order to manage the reserve, actual collections are compared to those forecast, and adjustments are made to growth-related projects based on any changes in expectations of needs for the related capital work. The Stormwater Services DC reserve fund is currently in a negative position due to completed works. This will be addressed through future DC background studies and revised rates.



STAFF REPORT



TO Corporate Services Committee

SERVICE AREA Corporate Services, Finance

DATE July 4, 2016

SUBJECT Restating the 2016 budget reflecting stormwater service as rate supported for the 2017 budget.

REPORT NUMBER CS-2016-66

EXECUTIVE SUMMARY

SUMMARY OF REPORT

The purpose of this report is to respond to the March 21, 2016 Council motion "that the total tax implications of the stormwater funding to a dedicated variable fee be referred to the Corporate Services Committee for consideration".

KEY FINDINGS

As stormwater becomes a rate supported service, a restatement of the City's 2016 tax supported budget is required to reflect the transition. Moving the stormwater funding to a rate supported budget will lower the tax supported budget by \$1,931,600.

As a result, for the 2017 budget process the 2016 tax supported budget will be restated from \$216,442,599 to \$214,510,999.

The \$1,931,600 amount removed from the tax supported budget is comprised of:

- \$715,000 from the tax supported stormwater funding business unit
- \$201,600 in departmental chargebacks allocated to stormwater funding
- \$1,200,000 in capital allocations
- LESS \$185,000 stormwater charges for City properties

ACTION REQUIRED

That report CS-2016-66 Restating the 2016 budget reflecting stormwater service as rate supported for the 2017 budget be received.

STAFF REPORT



RECOMMENDATION

That report CS-2016-66 Restating the 2016 budget reflecting stormwater service as rate supported for the 2017 budget be received.

BACKGROUND

The purpose of this report is to respond to the Council motion of March 21, 2016: "That the total tax implications of the stormwater funding to a dedicated variable fee be referred to the Corporate Services Committee for consideration". At the same meeting the transition of the stormwater service from a tax funded service to a dedicated variable user fee based on impervious area was approved. Staff was directed to develop an implementation strategy including the:

- a) development of a variable user fee,
- b) determination of an appropriate funding level including phase-in provisions, and
- c) development of a credit program based on certain criteria.

REPORT

As stormwater becomes a rate supported service to ensure consistency between 2016 and 2017, an equitable restatement of the City's 2016 tax supported budget is required. This restatement of the 2016 tax supported budget would lower the starting point by \$1,931,600 for the 2017 budget process.

The costs to be removed on the operating side include \$715,000 for the stormwater business unit and \$201,600 in appropriate departmental chargebacks that had been allocated to the stormwater function as a result of operational support provided by those departments. Total cost reductions are offset by \$185,000 as the City will be required to pay for stormwater service on City owned properties. Capital allocations in 2016 for stormwater total \$1,200,000. Of that amount \$600,000 is funded from capital. The remaining \$600,000 was funded from gas tax.

The 2016 tax supported budget was originally \$216,442,599. Following the restatement, the opening position for the 2016 tax supported budget, with respect to the 2017 budget process, will be \$214,510,999.

Operating implementation details related to stormwater will be provided to the July 5, 2016 IDE committee meeting. Additional financial details on stormwater will also be provided through the 2017 non tax supported budget.

STAFF REPORT



CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.1 - Build an adaptive environment for government innovation to ensure fiscal and service sustainability

2.3 - Ensure accountability, transparency and engagement.

DEPARTMENTAL CONSULTATION

Infrastructure Planning

Communications

COMMUNICATIONS

No communications plan is required.

ATTACHMENTS

None noted

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Tax-supported Operating Strategy

2017 approved Operating Budget and Forecast



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Introduction

The 2017-2019 approved tax-supported operating budget and forecast is the City of Guelph's realistic plan to build a stable financial foundation for the City and Guelph.

The City and its staff are focused on delivering service and value to the community. This budget enables the City to continue its focus on customer service by investing in the services that matter to residents while remaining affordable for taxpayers.

Building the budget

When developing the budget, the City took into account:

- its financial policies;
- principles of predictability and affordability for the community;
- budget estimates based on historic multi-year actuals;
- targets for contingency and reserves which protect the City in an emergency situation and allow for the strategic replacement of infrastructure;
- legislated requirements;
- approved levels of service;
- direction from City Council;
- community input (e.g., open houses, surveys and development of master plans) related to programs and services that influence staff recommendation;
- Corporate Administrative Plan; and
- recommendations for improving programs and services.

Restating the budget

On March 21, 2016, Council approved the implementation of a new stormwater service fee funding model. This change in funding followed a lengthy funding study, and will enable the City to make necessary stormwater management system upgrades, especially as severe storm events increase. Stormwater services is not a new service for Guelph. Residents previously funded this service through their annual property taxes as it was part of the tax-supported operating budget. With Council's approval, the funding for stormwater services has been transferred to the non-tax-supported budget.

To provide clarity around the budget process, the City adjusted its 2016 budgets to reflect this change.

- The 2016 tax-supported budget was reduced by \$1.9 million, which means the City will start 2017 with a base budget that is \$1.9 million lower than its 2016 budget. Any increase to the City's budget in 2017 will be over the adjusted 2016 budget amount.
- The 2016 non-tax-supported budget was increased by approximately \$2.1 million to provide Stormwater Services with a base budget for 2017.
- The \$200,000 difference between the tax-supported and non-tax-supported budgets is related to stormwater fees for City properties.

Tax supported budget: Introduction

For additional information, refer to staff report number CS-2016-66 titled *Restating the 2016 budget reflecting stormwater service as rate supported for the 2017 budget* (page 79).

The following chart outlines the budget model used to arrive at an approved budget increase of 3.15 per cent.

Build-a-budget model			
2016 approved budget			
2016 approved budget		\$216,442,599	
Stormwater (Non-Tax) Levy Reduction		(\$1,931,600)	
2016 restated levy		\$214,510,999	
Assessment growth		\$3,737,000	
2016 levy including assessment growth		\$218,247,999	
2017 approved budget			Tax Levy Impact
Base Budget			
• <i>Controllable Departmental Adjustments</i>	Departmental adjustments to maintain current service, not including compensation	\$1,080,628	0.46%
• <i>Uncontrollable Adjustments</i>	Gas Tax realignment, corporate energy, general and capital financing	\$1,939,192	0.89%
• <i>Council Prior Decisions</i>	Compensation, approved TIBG grants, Guelph Storm	\$2,239,350	1.03%
• <i>Budget to Actual Corrections</i>	Known budget to actual corrections/ perennial variances	\$1,254,000	0.57%
• <i>Local Boards & Shared Services</i>		\$904,158	0.45%
Assessment growth	Estimated assessment growth	(\$3,737,000)	(1.71%)
Approved expansions		\$958,750	
Infrastructure Levy		\$2,228,871	1.00%
2017 approved budget		\$225,115,948	
2017 approved base budget increase		\$ 6,867,949	3.15%

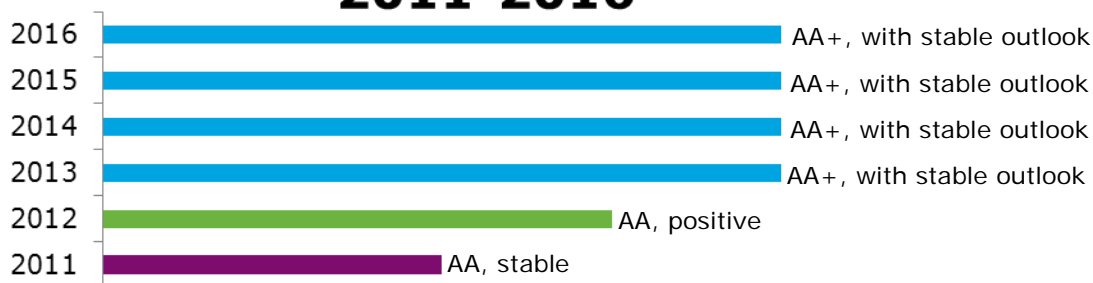
Additional information related to the 2017-2019 operating model has been included in Tab 1.

Financial Policies

Guelph has developed solid financial policies that guide corporate decisions, including the development of the annual budget. This work has consistently been recognized and is reflected in the City's credit rating.

In 2016, the City's credit rating was reaffirmed at AA+ with a stable outlook. Again, this reflects the City's strong financial management framework and policies that drive transparent and accountable financial decisions, including debt management. This solid financial foundation provides a platform on which to maintain quality core services while looking to enhancing quality of life for residents through new services and facilities.

Guelph's credit rating: 2011-2016



Funding the budget

The City's budget is comprised of costs which the municipality can control and those it cannot.

The costs which the City cannot control are due to relationships with other levels of government and autonomous boards, and are related to contractual and legislated responsibilities. For the City this means that 34 per cent of the budget is not directly controlled by City Council.

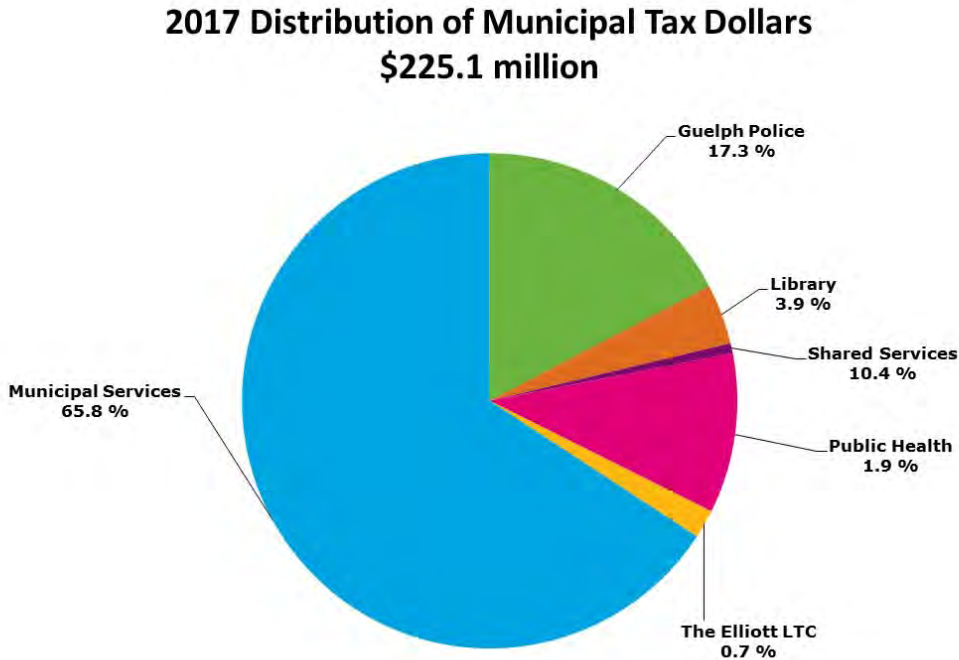
- The 2017 recommended Local Boards and Shared Services budget increase over 2016 is \$904,158, which has a tax levy impact of 0.45 per cent.
- Detailed information about Guelph Police Services Board, The Elliott Community, Wellington-Dufferin-Guelph Public Health, Social Services and Social Housing and the Guelph Public Library Board will be presented as part of the 2017 approved Local Boards and Shared Services budget.

The costs which the City and Council can control are those relating to departmental budgets, Council decisions, budget to actual corrections and, to an extent, uncontrollable adjustments. For the City this means that 66 per cent of the budget is directly controlled by City Council.

For the taxpayer, this means that of every \$1 collected in **municipal** taxes, the City retains roughly \$0.66 to deliver the services the community uses every day; services like fire and emergency response, snow removal, public transportation, curbside collection, parks and public spaces, recreation programs and seasonal events, community centres and museums, public art and street lighting.

Tax supported budget: Introduction

The following graph shows the distribution of tax dollars as a per cent of the total budget.



Tax stabilization

The Stabilization Reserve Fund is intended to manage the tax levy, fund any year-end variances and prevent sudden tax levy increases, particularly during financially difficult times or exceptional events.

The City has also consistently closed the gap between tax rate increases and the CPI, and has done so during a period of significant global economic change.

For 2017, the City is not using of the Tax Stabilization Reserve; however, they will be contributing \$600,000 to the reserve.

Financial summary

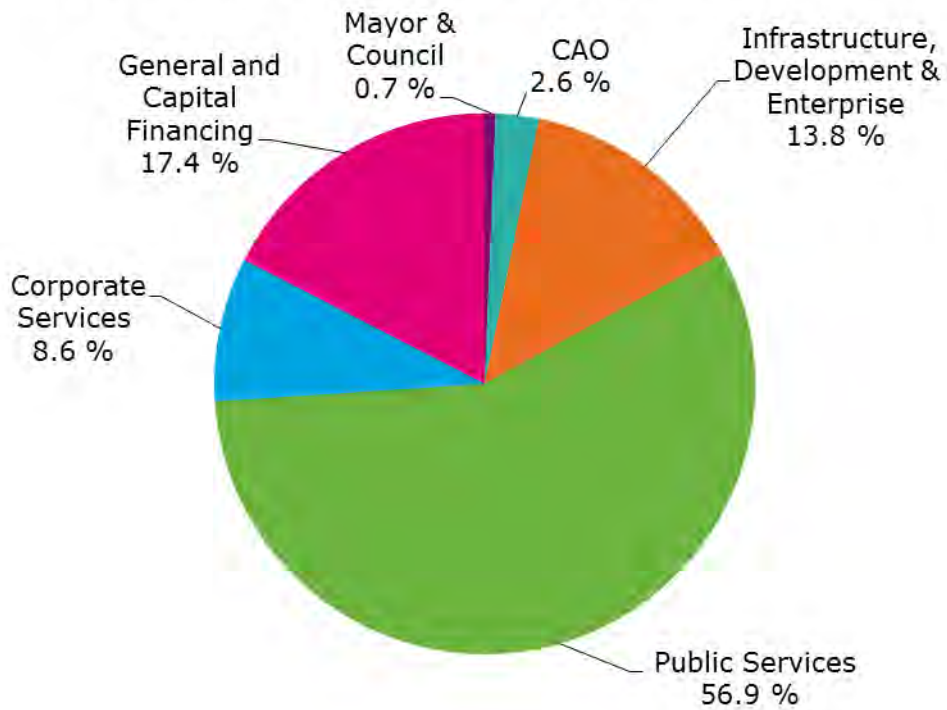
The City's 2017 approved tax-supported operating budget is \$225,115,948, which represents a 3.15 per cent net tax levy increase over 2016. This amount is inclusive of the one per cent dedicated infrastructure renewal levy.

The following chart and graphs highlight the 2017 approved operating budget by service area.

Tax supported budget: Introduction

Service Area	2015 Budget	2016 Budget	\$ Change	% Change
Mayor & Council	942,150	971,300	29,150	3.1%
CAO	3,381,060	3,452,090	71,030	2.1%
Infrastructure, Development & Enterprise	18,974,714	18,866,386	108,328	-0.6%
Public Services	77,119,761	79,181,402	2,061,641	2.7%
Corporate Services	11,537,238	11,674,040	136,802	1.2%
General and Capital Financing	21,474,199	23,063,220	1,589,021	7.4%

2017 Operating Budget by Area



Tax supported budget: Operating model

2017-2019 operating model

		2017 Approved Budget			2018 Forecasted Budget			2019 Forecasted Budget		
	2016 Budget	2017 Approved Budget	2017 Budget Change (\$)	2017 Budget Change (%)	2018 Forecasted Budget	2018 Budget Change (\$)	2018 Budget Change (%)	2019 Forecasted Budget	2019 Budget Change (\$)	2019 Budget Change (%)
Mayor & Council										
Mayor & Council	381,200	395,100	13,900	3.65%	404,800	9,700	2.46%	415,100	10,300	2.54%
Council	586,200	569,930	(16,270)	(2.78%)	581,000	11,070	1.94%	592,300	11,300	1.94%
Total Mayor & Council	967,400	965,030	-2,370	(0.24%)	985,800	20,770	2.11%	1,007,400	21,600	2.19%
CAO										
CAO Administration	724,704	705,925	(18,779)	(2.59%)	717,800	11,875	1.68%	730,000	12,200	1.70%
Intergovernmental Affairs & Policy	1,133,400	980,698	-152,702	(13.47%)	1,006,200	25,502	2.60%	1,032,400	26,200	2.60%
City Solicitor	1,849,161	1,890,685	41,524	2.25%	1,948,600	57,915	3.06%	2,008,300	59,700	3.06%
Internal Audit	215,300	222,650	7,350	3.41%	227,300	4,650	2.09%	233,000	5,700	2.51%
Total CAO	3,922,565	3,799,958	-122,607	(3.13%)	3,899,900	99,942	2.63%	4,003,700	103,800	2.66%
Infrastructure, Development & Enterprise										
IDE Administration	248,800	222,150	(26,650)	(10.71%)	232,800	10,650	4.79%	243,700	10,900	4.68%
Planning & Building Services	3,342,930	3,171,500	(171,430)	(5.13%)	3,350,900	179,400	5.66%	3,535,900	185,000	5.52%
Facilities Management	1,992,253	2,016,918	24,665	1.24%	2,084,600	67,682	3.36%	2,155,000	70,400	3.38%
Engineering	1,512,844	1,514,664	1,820	0.12%	1,648,980	134,316	8.87%	1,785,280	136,300	8.27%
Environmental Services	10,584,080	11,797,980	1,213,900	11.47%	12,122,100	324,120	2.75%	12,456,800	334,700	2.76%
Business Development & Enterprise	1,600,259	1,733,432	133,173	8.32%	1,771,300	37,868	2.18%	1,809,800	38,500	2.17%
Total Infrastructure, Development & Enterprise	19,281,166	20,456,644	1,175,478	6.10%	21,210,680	754,036	3.69%	21,986,480	775,800	3.66%
Public Services										
PS Administration	628,280	503,900	(124,380)	(19.80%)	516,900	13,000	2.58%	530,200	13,300	2.57%
Parks & Recreation Services	12,007,738	12,656,994	649,256	5.41%	13,032,800	375,806	2.97%	13,423,800	391,000	3.00%
Culture, Tourism & Community Investment	6,091,569	6,951,168	859,599	14.11%	7,145,200	194,032	2.79%	7,345,700	200,500	2.81%
Guelph Transit	14,698,370	17,104,850	2,406,480	16.37%	17,428,000	323,150	1.89%	17,763,400	335,400	1.92%
Operations	16,705,499	17,570,649	865,150	5.18%	18,523,500	952,851	5.42%	19,512,200	988,700	5.34%
Emergency Services	28,851,763	29,494,097	642,334	2.23%	30,644,200	1,150,103	3.90%	31,831,300	1,187,100	3.87%
Total Public Services	78,983,219	84,281,658	5,298,439	6.71%	87,290,600	3,008,942	3.57%	90,406,600	3,116,000	3.57%
Corporate Services										
CS Administration	361,650	360,200	(1,450)	(0.40%)	370,800	10,600	2.94%	381,700	10,900	2.94%
HR Administration	2,287,908	2,373,625	85,717	3.75%	2,449,400	75,775	3.19%	2,528,900	79,500	3.25%
Information Technology	4,429,385	4,699,742	270,357	6.10%	4,840,700	140,958	3.00%	4,985,500	144,800	2.99%
Clerk Services	1,010,350	1,044,200	33,850	3.35%	1,073,100	28,900	2.77%	1,103,600	30,500	2.84%
Communications & Customer Service	1,452,670	1,498,500	45,830	3.15%	1,554,200	55,700	3.72%	1,611,900	57,700	3.71%
Finance	2,165,315	2,256,955	91,640	4.23%	2,351,400	94,445	4.18%	2,449,000	97,600	4.15%
Project Management	169,395	510,575	341,180	201.41%	527,600	17,025	3.33%	545,500	17,900	3.39%
Total Corporate Services	11,876,673	12,743,797	867,124	7.30%	13,167,200	423,403	3.32%	14,045,000	438,900	3.33%
General and Capital Financing										
General Expenditures	6,977,428	7,777,902	800,474	11.47%	7,888,600	110,698	1.42%	8,003,000	114,400	1.45%
General Revenues - Subtract PIL's	(10,330,554)	-9,870,147	460,407	(4.46%)	(9,870,000)	147	(0.00%)	(9,870,000)	-	0.00%
Capital Financing	24,472,395	25,465,241	992,846	4.06%	26,229,156	763,915	3.00%	28,160,156	1,931,000	7.36%
City Grants	2,206,700	2,437,700	231,000	10.47%	2,867,700	430,000	17.64%	2,977,700	110,000	3.84%
Total General and Capital Financing	23,325,969	25,810,696	2,484,727	10.65%	27,115,456	1,304,760	53.52%	29,270,856	2,155,400	7.95%
Total City Departments	138,356,992	148,057,783	9,700,791	7.01%	153,669,636	5,611,853	3.79%	160,720,036	6,611,500	4.30%

Tax supported budget: Operating model

		2017 Approved Budget				2018 Forecasted Budget			2019 Forecasted Budget		
Local Boards											
Police	37,839,800	39,048,200	1,208,400	3.19%	40,203,700	1,155,500	2.96%	41,393,200	1,189,500	2.96%	
Library	8,541,340	8,820,900	279,560	3.27%	9,059,500	238,600	2.70%	9,304,600	245,100	2.71%	
Elliott	1,484,000	1,489,009	5,009	0.34%	1,534,000	44,991	3.02%	1,585,000	51,000	3.32%	
Total Local Boards	47,865,140	49,358,109	1,492,969	3.12%	50,797,200	1,439,091	2.92%	52,282,800	1,485,600	2.92%	
Shared Services											
Shared Services	28,288,867	27,700,056	(588,811)	(2.08%)	28,536,000	835,944	3.02%	29,392,000	856,000	3.00%	
Total Shared Services	28,288,867	27,700,056	(588,811)	(2.08%)	28,536,000	835,944	3.02%	29,392,000	856,000	3.00%	
Local Boards & Shared Services	76,154,007	77,058,165	904,158	1.19%	79,333,200	2,275,035	3.0%	81,674,800	2,341,600	3.0%	

Tax supported budget: FTE summary

FTE Summary

Service Area	2017 Base FTE	2017 Investments	2017 FTE Changes	2017 Total FTE
	A	B	C	D=A+C
Mayor	2.00	-	-	2.00
CAO	23.00	-	-	23.00
Public Services	790.25	6.00	6.00	796.25
Infrastructure, Development and Enterprise Services	249.60	3.00	3.00	252.60
Corporate Services	119.66	2.00	2.00	121.66
Total Service Area	1,184.51	11.00	11.00	1,195.51
Local Boards				
Police	287.97	4.94	4.94	292.91
Library	80.50	1.00	1.00	81.50
Total Local Boards	368.47	5.94	5.94	374.41
TOTAL	1,552.98	16.94	16.94	1,569.92

FTE Count (FTE = Full-Time Equivalent)

FTE= a budgeted amount representing permanent full- and part-time productive hours of work. Departments budget hours depending on service needs.

Full-time hours can vary from 2184 to 1820 hours per year. Part-time hours can vary from 20 to 30 hours per week in most cases.

FTE's are not the same thing as headcount or the number of positions and jobs in the City.

Reserves and Reserve Funds

Summary of Transfers to Reserves & Reserve Funds

Description	2017 Contribution	Purpose
Infrastructure Renewal Reserve Fund	\$18,099,120	Fund the renewal of existing infrastructure either through rebuilding or replacement. Capital debt financing costs
Growth Reserve Fund	\$1,674,150	Fund capital expenditures to accommodate growth that is not covered by Development Charges, either due to restrictions in the DC Act or the City's DC Bylaw.
City Building Reserve Fund	\$4,386,500	Fund capital expenditures to improve existing assets or add additional assets to accommodate expanded or new services not driven by growth.
Guelph Library Capital Reserve Fund	\$360,000	Fund capital expenditures as required by Guelph Library
Guelph Police Services Reserve Fund	\$1,234,700	Fund capital expenditures as required by Guelph Police Services
Sleeman Naming Rights and Capital Reserve Fund	\$90,000	Fund on-going capital works at the Sleeman Centre. Funds received as part of the Sleeman Naming Rights agreement.
Tax Supported Capital Reserve Funds	\$25,844,470	
Tax Increment Based Grant (TIBG) Financing	\$2,421,000	Annual contribution to provide funding for the Council approved TIBG program
Tax Rate Stabilization Reserve	\$600,000	Annual Contribution to provide funding for the tax rate stabilization reserve to build to targeted levels equal to 8-10% of gross operating expenditures
Affordable Housing reserve	\$100,000	Contribution to the affordable housing
Election Reserve	\$131,000	Annual contribution to help offset the cost of the municipal election
River Run Reserve	\$65,000	Funds collected from ticket surcharge used to pay for River Run capital repairs and maintenance
Greenhouse Gas Reserve	\$125,000	Funds collected from sale of greenhouse gas credits

Tax supported budget: Reserves and Reserve Funds

Gas, Hydro, and Joint Wireless	\$203,080	Contributions to payback loan related to Energy and Joint Wireless retrofit projects.
Library Capital Reserve	\$50,000	Transfer restricted donation revenues to reserves
HR Program Reserves	\$60,200	Annual contribution to Human Resources reserves for collective bargaining related costs
Early Retiree Benefit Reserve	\$700,000	Contribution to fund medical and dental benefits for eligible retirees that retiree before the age of 65.
WSIB Reserve	\$651,600	Contribution to fund payments to WSIB and other Health and Safety related costs
Land Ambulance Severance Reserve	\$115,000	Contribution to fund retirement severance payments to qualifying Land Ambulance employees in accordance with the collective agreement.
Police Sick Leave Reserve	\$355,000	Contribution to fund sick leave retirement payouts to eligible Police staff in accordance with the collective agreement.
Fire Sick Leave Reserve	\$598,000	Contribution to fund the sick leave payments to eligible Fire staff in accordance with the collective agreement.
Tax Supported Operating Reserves	\$6,174,880	
Total Transfers to Reserves & Reserve Funds	\$32,019,350	

Summary of Transfers *from* Reserves and Reserve Funds

Description	2017 Contribution	Purpose
Sleeman Naming Rights Reserve	\$33,160	Fund expenditures related to suite rental and advertising costs.
HR Program and Contingency Reserves	\$1,800,000	Fund HR activities related to staffing and Organization Devpt employee (2010)
Early Retiree Benefit Reserve	\$550,000	Fund medical and dental benefits for eligible retirees that retiree before the age of 65.
WSIB Reserve	\$614,600	Fund payments to WSIB and other Health and Safety related costs
Land Ambulance Severance Reserve	\$45,000	Fund retirement severance payments to qualifying Land Ambulance employees in accordance with the collective agreement.
Police Sick Leave Reserve	\$300,000	Fund the current year sick leave expense for eligible Police staff in accordance with the collective agreement.
Fire Sick Leave Reserve	\$219,000	Fund the current year sick leave payments to eligible Fire staff in accordance with the collective agreement.
Infrastructure Renewal, Growth & City Building Reserve	\$11,106,750	Funding for Debt servicing
Total Transfers from Reserves/Reserve Funds	\$14,668,510	

Office of the Mayor

The Office of the Mayor is a prominent public face of the City for citizens, businesses, community organizations, media, elected officials and other governments. The Office is committed to providing exceptional service to the community in respectful, accessible, fair and transparent ways.

The Office of the Mayor supports the Mayor in the execution of duties as articulated in the *Municipal Act, 2001*.

- Act as Chief Executive Officer of the municipality
- Uphold and promote the purposes of the municipality
- Promote public involvement in the municipality's activities
- Act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally
- Participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents
- Preside over council meetings so that its business can be carried out efficiently, effectively and transparently
- Provide leadership to Council
- Provide information and recommendations to Council with respect to their role in ensuring that administrative policies, practices and procedures, and controllership policies, practices and procedures are in place to implement the decisions of Council, and in ensuring the accountability and transparency of the operations of the municipality, including the activities of the senior management
- Represent the municipality at official functions
- Carry out the duties of the head of Council under this or any other Act

Organizational structure



Tax supported budget: Office of the Mayor

2017 initiatives

OUR RESOURCES

- Promote Guelph's interests to other levels of government by leading advocacy efforts with federal and provincial officials, serving as Vice Chair of the Mayors of Southwest Ontario group, and representing Guelph in the Large Urban Mayors Caucus of Ontario.
- Champion Guelph's role in the Innovation Corridor that stretches from Toronto to Waterloo, strengthening the local climate for innovation-sector business investment.
- Continue to strengthen internal and external relationships through events, social media, and customer service tools and processes that ensure transparency, accountability, responsiveness and openness.

Financial information

This budget represents 0.18 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Budget	2017 Budget	Yr/Yr Increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
Office of the Mayor	\$381,200	\$395,100	\$13,900	3.6%	100.0%	0.0%	0.0%

Explanation of changes - Expenses

- \$6,700 compensation increase due to economic adjustment
- \$10,000 increase purchases services to realign with historical actuals offset by \$3,000 reduction in promotional materials

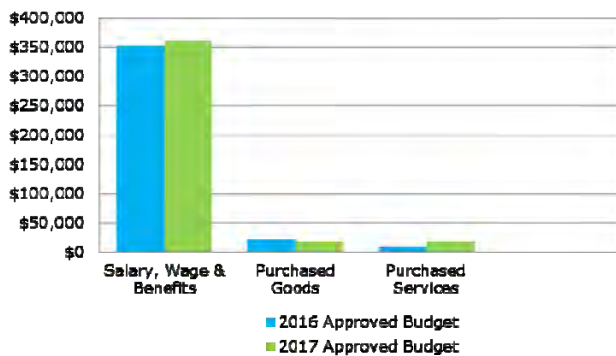
Tax supported budget: Office of the Mayor

Budget trend

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
Total Revenue	\$0	\$0	\$0	0.00%
Expenditure				
Salary, Wage & Benefits	\$352,700	\$359,400	\$6,700	1.90%
Purchased Goods	\$20,200	\$17,100	(\$3,100)	(15.35%)
Purchased Services	\$8,300	\$18,600	\$10,300	124.10%
Total Expenditure	\$381,200	\$395,100	\$13,900	3.65%
Net Before Internal Charges & Recoveries	\$381,200	\$395,100	\$13,900	3.65%
Internal Charges & Recoveries				
Internal Charges	\$0	\$0	\$0	0.00%
Total Internal Charges & Recoveries	\$0	\$0	\$0	0.00%
Net Budget	\$381,200	\$395,100	\$13,900	3.65%

Year-over-year revenue and expenses

Expenditures



Expansions – none

Capital programs of work – none

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City Council

Guelph's City Council is elected to represent and consider the interest and well-being of the public and municipality. Through their term in office, Council will:

- Develop and evaluate municipal policies and programs
- Determine which services the municipality will provide
- Ensure administrative and controllership policies, practices and procedures are in place to implement Council decisions
- Ensure accountability and transparency of municipal operations
- Maintain the financial integrity of the municipality
- Carry out the duties of Council under the *Municipal Act, 2001* and any other Act

2017 initiatives

OUR SERVICES

- Complete transition to new Committee of the Whole structure
- Continue to oversee the City's progress in implementing Council's Shared Agenda priorities

Financial information

This budget represents 0.25 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Budget	2017 Approved	Yr/Yr Increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
City Council	\$586,200	\$569,930	(\$16,270)	(2.78%)	100.0%	0.0%	0.0%

Explanation of changes - Expenses

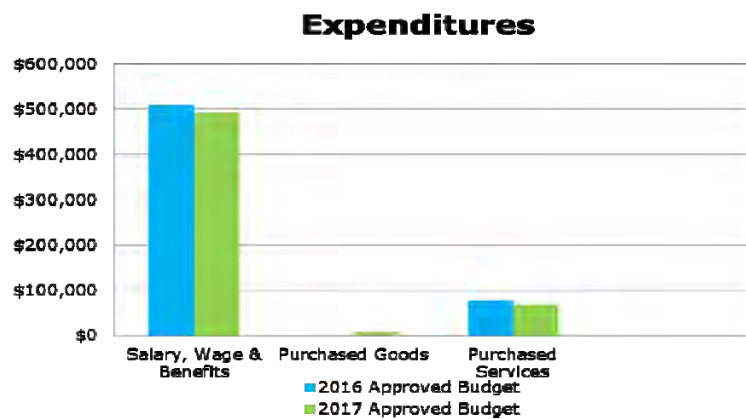
- \$16,000 decrease in compensation
- \$7,000 increase in purchased goods mainly promotional materials
- \$8,000 decrease in contracted purchased services including a reduction in training supplies

Tax supported budget: City Council

Budget trend

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
Total Revenue	\$0	\$0	\$0	0.00%
Expenditure				
Salary, Wage & Benefits	\$508,400	\$492,800	(\$15,600)	(3.07%)
Purchased Goods	\$1,200	\$8,200	\$7,000	583.33%
Purchased Services	\$76,600	\$68,930	(\$7,670)	(10.01%)
Total Expenditure	\$586,200	\$569,930	(\$16,270)	(2.78%)
Net Before Internal Charges & Recoveries	\$586,200	\$569,930	(\$16,270)	(2.78%)
Internal Charges & Recoveries				
Internal Charges	\$0	\$0	\$0	0.00%
Internal Recoveries	\$0	\$0	\$0	0.00%
Total Internal Charges & Recoveries	\$0	\$0	\$0	0.00%
Net Budget	\$586,200	\$569,930	(\$16,270)	(2.78%)

Year-over-year revenue and expenses



Expansions - none

Capital programs of work – none

Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is appointed by and reports directly to City Council. Based upon delegated authorities from City Council, the Chief Administrative Officer will:

- oversee the overall administration of the City
- ensure the strategic direction for the City's short and long-term corporate objectives are set and achieved
- ensure the implementation of policy decisions made by City Council
- ensure all departments adhere to the highest standards of service, accountability and values of the Corporation
- build current and future leadership of the Corporation to fully achieve its Leadership Charter

The Office of the CAO oversees three functions.

- Legal, Realty and Risk Services
- Internal Audit
- Intergovernmental Relations, Policy and Open Government

Organizational structure



Tax supported budget: Office of the Chief Administrative Officer

2017 initiatives

OUR SERVICES

- Oversee the implementation of the medium-term Corporate Administrative Plan that aims to achieve service excellence, financial stability and innovation

OUR PEOPLE

- Collaborate with local and regional partners and municipal networks to address common needs
- Coordinate improvement and innovation programs - providing staff with skills, tools and opportunities to modernize services

OUR RESOURCES

- Undertake the review of the City's energy assets

Financial information

The CAO (service area) budget represents 1.69 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

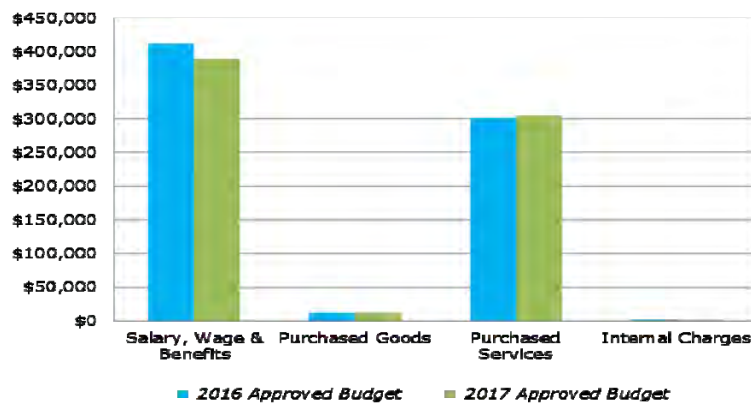
	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
CAO Administration	\$724,704	\$705,925	(\$18,779)	(2.6%)	100.0%	0.0%	0.0%
Legal, Realty Services and Risk Management	\$1,849,161	\$1,890,685	\$41,524	2.2%	96.9%	3.1%	0.0%
Intergovernmental Affairs & Policy	\$1,133,400	\$980,698	(\$152,702)	(13.5%)	100.0%	0.0%	0.0%
Internal Audit	\$215,300	\$222,650	\$7,350	3.4%	100.0%	0.0%	0.0%
CAO (Service Area)	\$3,922,565	\$3,799,958	(\$122,607)	(-3.1%)	98.4%	1.6%	0.0%

Tax supported budget: Office of the Chief Administrative Officer

Budget trend (CAO Administration)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
External Recoveries	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	0.0%
Expenditure				
Salary, Wage & Benefits	\$411,000	\$389,500	(\$21,500)	(5.2%)
Purchased Goods	\$11,600	\$11,600	\$0	0.0%
Purchased Services	\$301,104	\$303,825	\$2,721	0.9%
Total Expenditure	\$723,704	\$704,925	(\$18,779)	(2.6%)
Net Before Internal Charges & Recoveries	\$723,704	\$704,925	(\$18,779)	(2.6%)
Internal Charges & Recoveries				
Internal Charges	\$1,000	\$1,000	\$0	0.0%
Internal Recoveries	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$1,000	\$1,000	\$0	0.0%
Net Budget	\$724,704	\$705,925	(\$18,779)	(2.6%)

Year-over-year expenses (CAO Administration)



(CAO Administration)

Expansions – none

Capital programs of work – none

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Tax supported budget: Office of the Chief Administrative Officer

Legal, Realty and Risk Services

The department offers strategic legal advice and guidance to City Council and City departments, ensures accountability and transparency, protects the City's interests, manages corporate risk, and provides realty services for the corporation.

Legal Services

- Provide timely, cost-effective and qualified legal advice and opinions to Council, Committees, City departments and City-controlled corporations
- Represent the City before the courts, the Ontario Municipal Board (OMB) and other administrative tribunals
- Manage external counsel
- Review and prepare contracts, bylaws and other legal documentation including real estate transactions

Realty Services

- Acquisition and disposition of real property for all City departments, including site search and selection services
- Provide legal advice relating to real estate matters
- Negotiate realty agreements
- Administer the City's Land Encroachment Bylaw
- Maintain inventory of all realty interests of the City

Risk Services

- Manage the City's insured claims that have not reached litigation

2017 initiatives

OUR RESOURCES

- Complete implementation of corporate contract management software
- Implement best practices for City procurements
- Support the review of the City's energy assets

Tax supported budget: Office of the Chief Administrative Officer

Financial information

This budget represents 0.84 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Approved	2017 Approved	Yr/Yr Increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
Legal, Realty and Risk Services	\$1,849,161	\$1,890,685	\$41,524	2.2%	96.9%	3.1%	0.0%

Explanation of Changes

Revenue

- \$20,000 increase in internal recoveries related to the OMBI methodology for the allocation of legal support costs. This is recovered from other City departments.

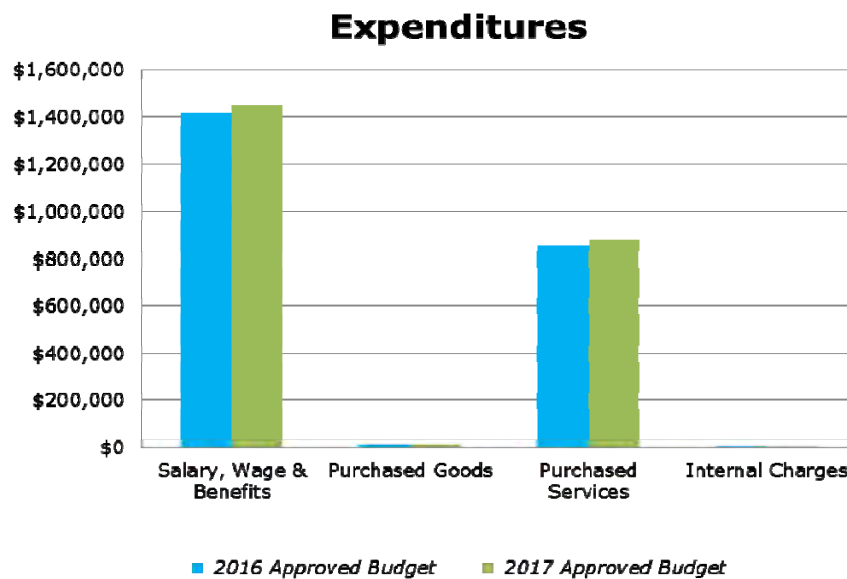
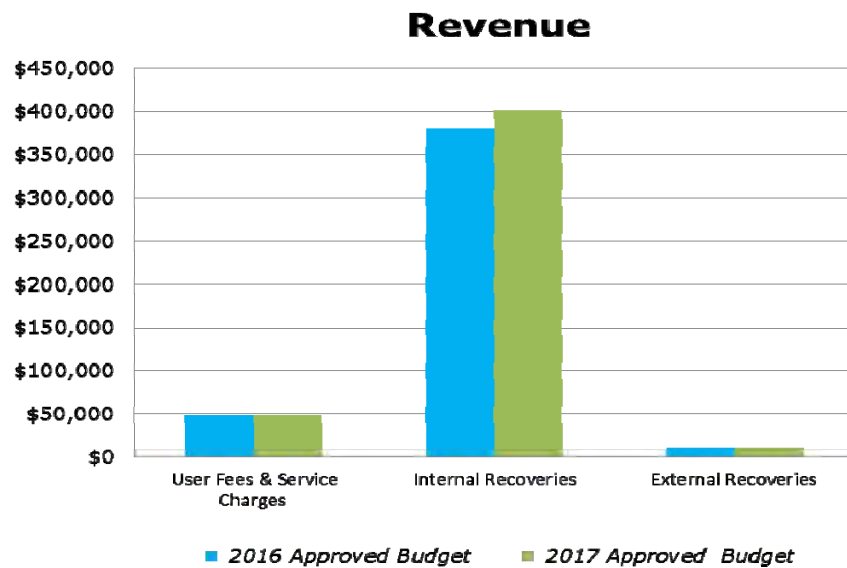
Expenses

- \$35,000 compensation increase including professional memberships
- \$4,000 increase in purchased goods (mainly legal reference books)
- \$24,000 increase in purchased services (mainly OMB consulting fees net of reduction in software services)

Budget trend (Legal, Realty and Risk Services)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$47,500)	(\$47,500)	\$0	0.0%
Product Sales	\$0	\$0	\$0	0.0%
Licenses & Permits	\$0	\$0	\$0	0.0%
External Recoveries	(\$12,500)	(\$12,500)	\$0	0.0%
Total Revenue	(\$60,000)	(\$60,000)	\$0	0.0%
Expenditure				
Salary, Wage & Benefits	\$1,417,400	\$1,451,900	\$34,500	2.4%
Purchased Goods	\$10,700	\$14,500	\$3,800	35.5%
Purchased Services	\$860,361	\$883,885	\$23,524	2.7%
Total Expenditure	\$2,288,461	\$2,350,285	\$61,824	2.7%
Net Before Internal Charges & Recoveries	\$2,228,461	\$2,290,285	\$61,824	2.8%
Internal Charges & Recoveries				
Internal Charges	\$900	\$1,000	\$100	11.1%
Internal Recoveries	(\$380,200)	(\$400,600)	(\$20,400)	5.4%
Total Internal Charges & Recoveries	(\$379,300)	(\$399,600)	(\$20,300)	5.4%
Net Budget	\$1,849,161	\$1,890,685	\$41,524	2.2%

Year-over-year revenue and expenses



Expansions – none

Capital programs of work – none

Tax supported budget: Office of the Chief Administrative Officer

Internal Audit

Internal Audit is an independent assurance and consulting function designed to add value and improve the City's operations and systems of internal controls.

Internal Audit brings a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

Internal Audit undertakes:

- Assurance services including compliance, operational, financial, forensic, value for money and internal control audits;
- Business and risk assessments;
- Information sessions on Enterprise Risk Management; ongoing monitoring and reporting to senior management of the City's risk status and mitigation plans; and
- Special investigations.

2017 initiatives

OUR RESOURCES

- Perform audits as identified in the 2017 Internal Audit work plan to assist management and Council in achieving their goals and objectives

Financial information

This budget represents 0.10 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Internal Audit	\$215,300	\$222,650	\$7,350	3.4%	100.0%	0.0%	0.0%

Explanation of Changes

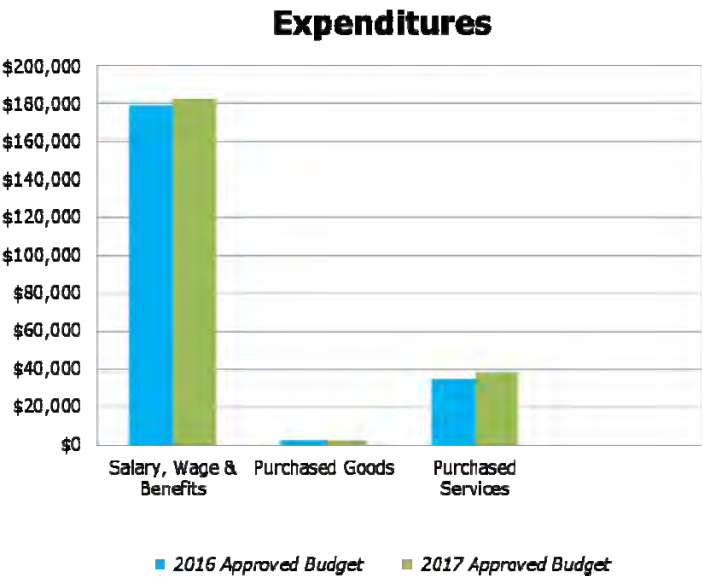
Expenses

- \$4,000 compensation increase in permanent salaries due to economic increase
- \$4,000 increase in purchased services (mainly consulting fees to align actual requirement)

Budget trend (Internal Audit)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
External Recoveries	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	0.0%
Expenditure				
Salary, Wage & Benefits	\$178,800	\$182,800	\$4,000	2.2%
Purchased Goods	\$1,900	\$1,900	\$0	0.0%
Purchased Services	\$34,600	\$37,950	\$3,350	9.7%
Total Expenditure	\$215,300	\$222,650	\$7,350	3.4%
Net Before Internal Charges & Recoveries	\$215,300	\$222,650	\$7,350	3.4%
Internal Charges & Recoveries				
Internal Charges	\$0	\$0	\$0	0.0%
Internal Recoveries	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$0	\$0	\$0	0.0%
Net Budget	\$215,300	\$222,650	\$7,350	3.4%

Year-over-year revenue and expenses



Expansions – none

Capital programs of work – none

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Intergovernmental Relations, Policy and Open Government

The Office of Intergovernmental Relations, Policy and Open Government supports exceptional City leadership, accountability and service excellence by building strong relationships with other levels of government, citizens and stakeholders. The department partners with others to create and implement corporate-wide strategy, policy and programs to support the organization to innovate, improve and meet its corporate and service area goals.

Intergovernmental Affairs and Planning

- Promote the City's identity, value proposition/profile by building and fostering relationships with government decision-makers
- Support funding opportunities for the City by coordinating federal and provincial application processes
- Collaborate with local and regional partners and municipal networks to address common needs and advocate for policy changes

Community and Corporate Strategic Initiatives

- Co-ordinate corporate-wide planning, accountability and performance management processes, including performance/impact tracking and reporting to the public and stakeholders
- Provide in-house community engagement and facilitation services to support public participation in municipal decision making through transparent, consistent and coordinated community engagement processes
- Deliver and coordinate the Improvement Network to build capacity of employees to innovate, engage and improve

Strategic Communications and Public Affairs

- Support the organization with reputation management
- Deliver strategic communications in support of the Office of the CAO to ensure consistency of messaging and corporate vision

Innovation and Improvement

- Grow a culture of innovation and service modernization across all City departments
- Accelerate the delivery of a comprehensive digital service experience for citizens by partnering with departments to modernize their services.

2017 initiatives

OUR SERVICES

- Establish the Accountability and Performance Framework to formalize organization-wide continuous improvement processes and increase accountability through consistent and transparent performance reporting to council, citizens and other stakeholders with dashboards
- Enable more citizens and businesses to access our service digitally by creating myGuelph, a digital one-stop shop that will improve 24/7 access to our services via computer or smart phone.
- Complete the review of the corporations approach to community engagement to implement the framework and service delivery model improvements needed to improve citizens and stakeholders engagement in municipal decisions
-

OUR PEOPLE

- Setting the process to develop the next Community Strategic Plan and growing partnerships with community stakeholders to ensure the plan's success
- Through the Improvement Network programs e.g. Civic Accelerator and Innovation Fund support staff with the skills, tools and opportunities to solve problems, identify improvements and act on ideas for service excellence and financial sustainability
- Provide policy input and advice as needed for the organization related to identified matters of significance (e.g. Affordable Housing Strategy, enhanced partnership with the County of Wellington)

OUR RESOURCES

- Building on the success of significant infrastructure investments secured by the City, continue to advocate Federal and Provincial levels of government to support future infrastructure applications and opportunities

Financial information

This budget represents 0.44 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Budget	2017 Approved	Yr/Yr Increase		Funding Sources		
			(\$)	(%)	Tax Supported	User Fee	Grants
Intergovernmental Relations, Policy and Open Government	\$1,133,400	\$980,698	(\$152,702)	(13.5%)	100.0%	0.0%	0.0%

Explanation of Changes

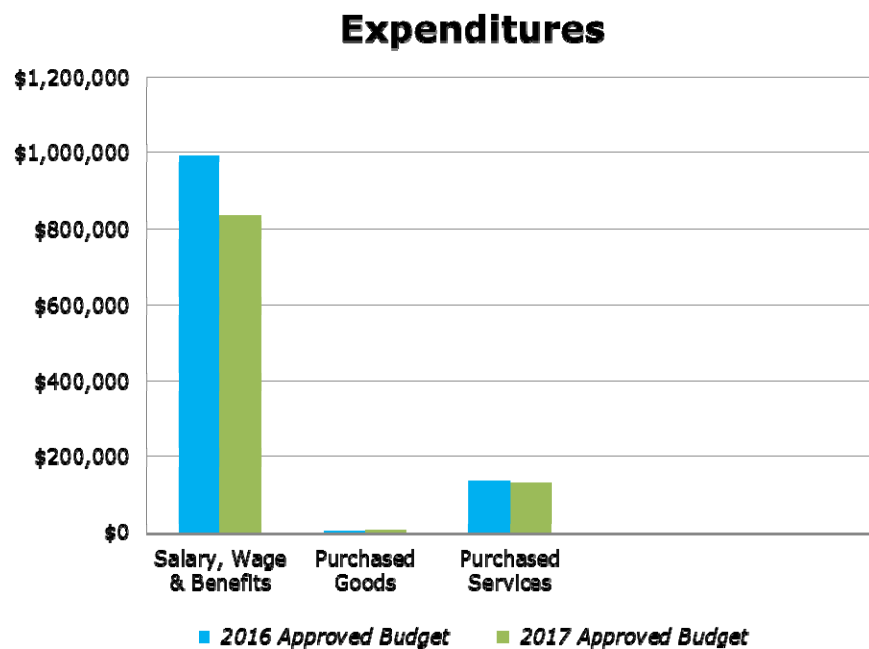
Expenses

- \$152,000 compensation decrease due to reallocation of staff
- \$46,000 compensation increase due to economic adjustment and grid movement
- \$3,000 increase in operating supplies to align actual requirement

Budget trend (Intergovernmental Relations, Policy and Open Government)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	\$0	\$0	\$0	0.0%
External Recoveries	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	0.0%
Expenditure				
Salary, Wage & Benefits	\$990,900	\$838,600	(\$152,300)	(15.4%)
Purchased Goods	\$4,400	\$7,518	\$3,118	70.9%
Purchased Services	\$138,100	\$134,580	(\$3,520)	(2.5%)
Other Transfers	\$0	\$0	\$0	0.0%
Total Expenditure	\$1,133,400	\$980,698	(\$152,702)	(13.5%)
Net Before Internal Charges & Recoveries	\$1,133,400	\$980,698	(\$152,702)	(13.5%)
Internal Charges & Recoveries				
Internal Charges	\$0	\$0	\$0	0.0%
Internal Recoveries	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$0	\$0	\$0	0.0%
Net Budget	\$1,133,400	\$980,698	(\$152,702)	(13.5%)

Year-over-year revenue and expenses



Expansions – none

Capital programs of work – none

Infrastructure, Development and Enterprise Services

Infrastructure, Development and Enterprise Services works to ensure Guelph is an appealing, safe, inclusive and enjoyable place to live, study, work and visit. The four tax-supported departments—Planning, Urban Design and Building Services, Engineering and Capital Infrastructure Services, Facilities Management and Environmental Services/Solid Waste Resources—manage critical municipal policies, programs, services and infrastructure designed to build a thriving future for Guelph. The Business Development and Enterprise department develops policies and programs designed to attract business investment and contribute to a thriving future for Guelph. NOTE: The Water and Wastewater divisions of Guelph's Environmental Services department and Ontario Building Code Administration are also part of this service area, and are represented in Guelph's Non-tax-supported Budget.

Organizational structure



Tax supported budget: Infrastructure, Development and Enterprise Services

Financial information

This budget (service area) represents nine per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

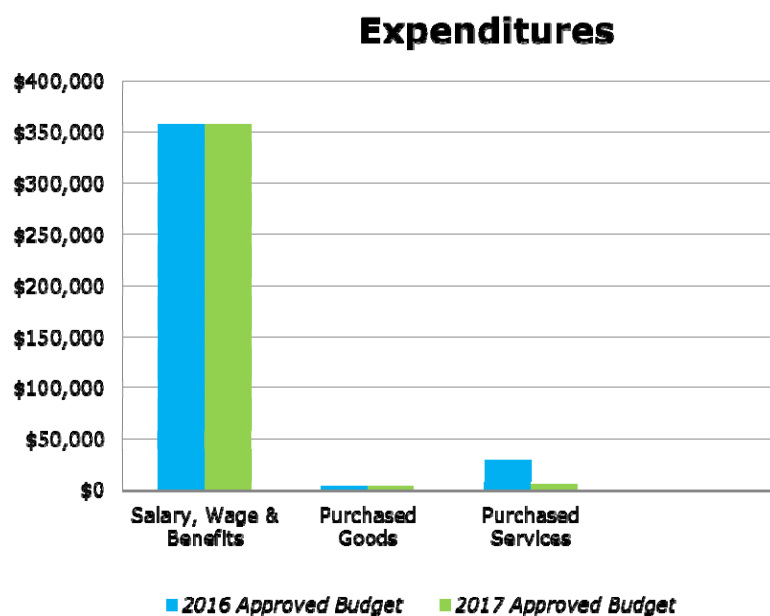
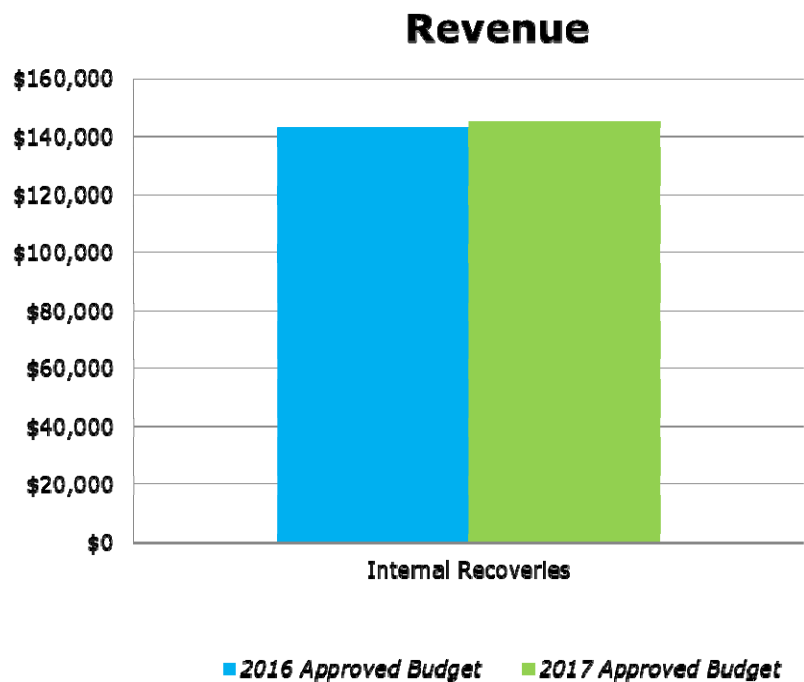
	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Recommended	(\$)	(%)	Tax Supported	User Fee	Grants
IDE Administration	\$248,800	\$222,150	(\$26,650)	-10.71%	100.00%	0.00%	0.00%
Business Development & Enterprise	\$1,600,259	\$1,733,432	\$133,173	8.32%	95.34%	3.56%	1.10%
Engineering and Capital Infrastructure	\$1,512,844	\$1,514,664	\$1,820	0.12%	21.65%	78.35%	0.00%
Environmental Services	\$10,584,080	\$11,797,980	\$1,213,900	11.47%	49.95%	45.23%	4.81%
Planning & Building Services	\$3,342,930	\$3,171,500	(\$171,430)	-5.13%	77.85%	22.15%	0.00%
Facilities Management	\$1,992,253	\$2,016,918	\$24,665	1.24%	78.81%	21.19%	0.00%
Infrastructure, Development & Enterprise Services (Service Area)	\$19,281,166	\$20,456,644	\$1,175,478	6.10%	52.07%	44.99%	2.94%

Budget trend (IDES Administration)

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
Total Revenue	\$0	\$0	\$0	0.00%
Expenditure				
Salary, Wage & Benefits	\$358,300	\$358,600	\$300	0.08%
Purchased Goods	\$3,400	\$4,100	\$700	20.59%
Purchased Services	\$30,700	\$5,350	(\$25,350)	(82.57%)
Total Expenditure	\$392,400	\$368,050	(\$24,350)	(6.21%)
Net Before Internal Charges & Recoveries	\$392,400	\$368,050	(\$24,350)	(6.21%)
Internal Charges & Recoveries				
Internal Charges	\$0	\$0	\$0	0.00%
Internal Recoveries	(\$143,600)	(\$145,900)	(\$2,300)	1.60%
Total Internal Charges & Recoveries	(\$143,600)	(\$145,900)	(\$2,300)	1.60%
Net Budget	\$248,800	\$222,150	(\$26,650)	(10.71%)

Tax supported budget: Infrastructure, Development and Enterprise Services

Year-over-year revenue and expenses (IDES Administration)



(IDES Administration)

Expansions – none

Capital programs of work – none

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Business Development and Enterprise

The Business Development and Enterprise (BDE) office provides business development programs and services within the following areas:

- Economic Development;
- Downtown Renewal;
- Community Energy; and
- Parking Development.

These integrated divisions work to create a city that attracts and supports business investment, fosters collaboration and partnership among stakeholders, and leverages local assets to create sustainable city and growth opportunities for the community.

General business development activities include:

- Investment attraction (both domestic and international)
- Business retention and expansion
- Issuing film permits
- Strategic policy development and implementation
- Project business planning and implementation
- Property Development Project Management, Marketing and Disposition

Where required, the BDE office provides business development support to the Guelph Junction Railway.

These activities span a number of years; therefore, successful implementation is achieved through the on-going development of local, domestic and foreign strategic partnerships and business development networks.

2017 initiatives

OUR SERVICES

- Lead the creation and management of a multi-disciplined, inter-departmental implementation strategy to strategically align downtown secondary plan activities/assets for the purpose of leveraging private sector investment
- Present Council an updated CEI which will reflect current energy business, policy and market conditions; re-focus the CEI as a community led initiative; and establish metrics which will measure local progress
- Position select municipal assets such as the Hanlon Creek Business Park, 200 Beverley Street, the Baker Street parking lot, and the Wilson Street parking lot for development, and where appropriate leverage private sector investment
- With the input from local, regional and provincial economic development organizations, the local business community and City departments, research the business retention and expansion needs of the local community, align such needs with the creation of new municipal policies and programs and, where required, coordinate municipal responses to local business retention and expansion matters through the City's Rapid Response Team

Tax supported budget: Infrastructure, Development and Enterprise Services

- Lead the implementation of the City's Parking Master Plan, which will include the construction and operation of the Wilson Street Parkade, conducting planning activities for future development of the Neeve Street Parkade, and coordination of activities related to downtown parking policy matters
- Conduct marketing initiatives to domestic and foreign investment prospects, targeting identified business sectors. These activities are intended to continue to grow and expand Guelph's economic base and support achieving its growth targets.

Financial information

This budget represents 0.77 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Budget	2017 Approved	Yr/Yr Increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
Business Development & Enterprise	\$1,600,259	\$1,733,432	\$133,173	8.3%	95.3%	3.6%	1.1%

Explanation of Changes

Revenue

- \$7,500 decrease in partner contribution
- \$10,000 increase in federal government grant

Expenses

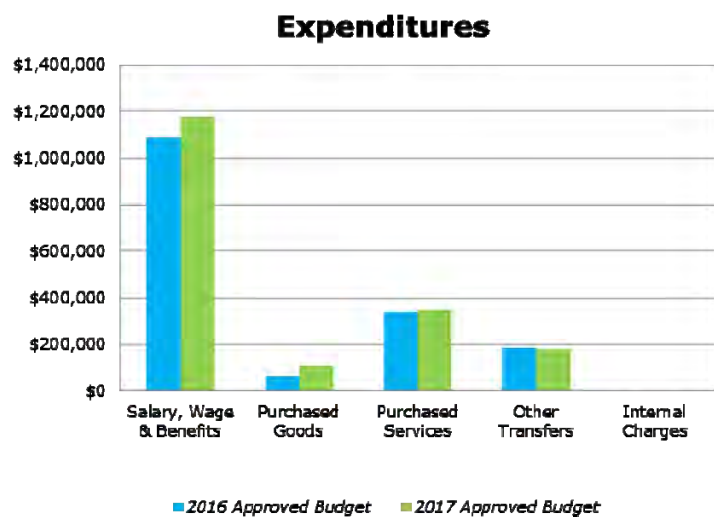
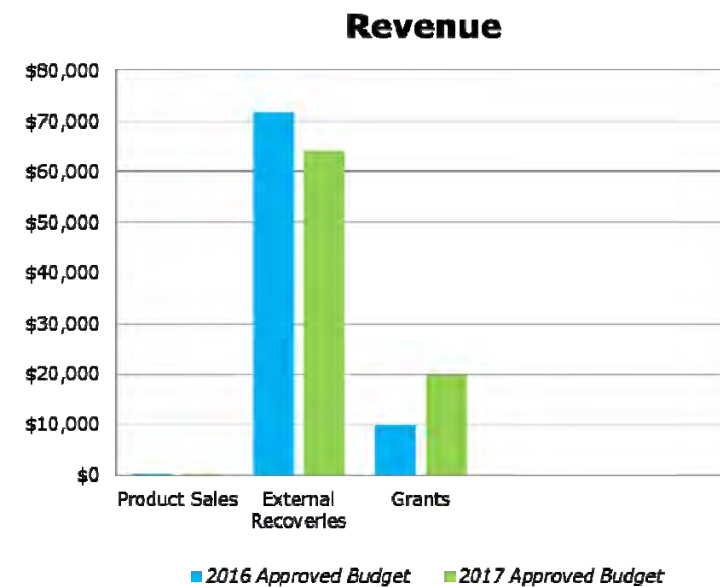
- \$92,230 net increase in compensation due to the addition of a Business Development Research and Information Officer and a reduction of part-time staff and NUME vehicle allowances
- \$45,000 increase in purchased goods mainly promotional material to align actual requirement
- \$15,000 decrease in advertising to align actual historical trend
- \$38,000 decrease in trade show fees to align actual requirement
- \$58,000 increase in promotion to align actual requirement

Tax supported budget: Infrastructure, Development and Enterprise Services

Budget trend (Business Development & Enterprise)

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	\$0	\$0	\$0	0.0%
Product Sales	(\$350)	(\$350)	\$0	0.0%
External Recoveries	(\$71,703)	(\$64,300)	\$7,403	(10.3%)
Grants	(\$10,100)	(\$20,000)	(\$9,900)	98.0%
Total Revenue	(\$82,153)	(\$84,650)	(\$2,497)	3.0%
Expenditure				
Salary, Wage & Benefits	\$1,086,455	\$1,178,685	\$92,230	8.5%
Purchased Goods	\$63,793	\$108,193	\$44,400	69.6%
Purchased Services	\$343,164	\$348,104	\$4,940	1.4%
Other Transfers	\$187,500	\$181,000	(\$6,500)	(3.5%)
Financial Expenses	\$0	\$0	\$0	0.0%
Total Expenditure	\$1,680,912	\$1,815,982	\$135,070	8.0%
Net Before Internal Charges & Recoveries	\$1,598,759	\$1,731,332	\$132,573	8.3%
Internal Charges & Recoveries				
Internal Charges	\$1,500	\$2,100	\$600	40.0%
Internal Recoveries	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$1,500	\$2,100	\$600	40.0%
Net Budget	\$1,600,259	\$1,733,432	\$133,173	8.3%

Year-over-year revenue and expenses



Expansions

- Business Development Research and Information Officer (3 year contract)

Capital programs of work

- Contaminated Sites
- Downtown Implementation
- HCBP

Engineering and Capital Infrastructure Services

Engineering and Capital Infrastructures Services works in collaboration with several City departments and community stakeholders to ensure Guelph is a well-designed safe, appealing and sustainable city. Together, the Infrastructure Planning, Development and Environmental Engineering, Design and Construction, and Technical Services divisions plan, design, build and renew Guelph's roads, bridges, stormwater management network, watermains, sanitary sewers and sidewalks, and provide expertise when building new facilities and undertaking environmental protection matters including the Source Water Protection program. In addition, the Corporate Asset Management division is responsible for coordinating and advancing the City's overall asset management system and practices with the goal of making the best possible decisions regarding the City's assets through balancing costs, opportunities and risks against the desired levels of service, to achieve the organizational objectives.

The department also leads Guelph's transportation planning, traffic engineering and signal design activities through the Transportation Services division to ensure safe and efficient movement of all transportation modes. Transportation Services provides safe, attractive, conveniently located and competitively price off-street and on-street public parking as well as ensuring public lots and parkades exceed standards.

Through the Source Protection Planning division, Engineering and Capital Infrastructure Services plans and implements programs to protect current and future municipal drinking water supply from threats of contamination or overuse.

2017 initiatives

OUR RESOURCES

- Develop and deliver the Corporate Asset Management Plan
- Undertake Infrastructure Risk Management Strategies and Infrastructure Level of Service Review
- Complete a comprehensive update of the Transportation Master Plan
- Implement new city-wide traffic signals technology
- Plan, design and deliver linear (roads and pipes) infrastructure construction projects throughout the city
- Develop management strategy for city-owned contaminated sites

Tax supported budget: Infrastructure, Development and Enterprise Services

Financial information

This budget represents 0.7 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Engineering and Capital Infrastructure	\$1,512,844	\$1,514,664	\$1,820	0.1%	21.6%	78.4%	0%

Explanation of changes

Revenue

- \$402,000 increase in administration fees related to development services
- \$10,100 decrease in parking permit revenue to align actual trend
- \$267,000 decrease in labour capital recoveries to align historical trend
- \$86,400 increase in labour capital recoveries due to the expansion of the source water protection program coordinator

Expenses

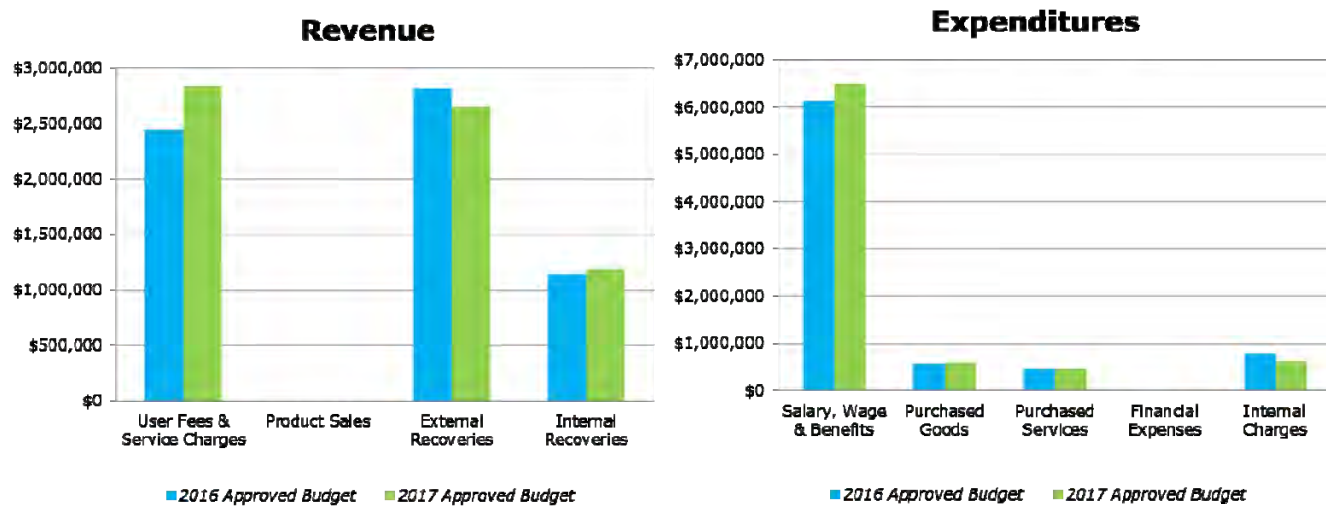
- \$115,000 increase in compensation due to economic adjustment including increase in overtime and part-time staffing cost to align actual requirement
- \$14,000 increase in purchased goods mainly due to computer software and hardware net of reduction in utility costs
- \$7,000 increase in purchase services due to increase in cellular phone charges and land surveyor fees
- \$155,000 decrease in internal cross charges related to parking maintenance planned to be undertaken in-house
- \$124,300 increase due to the approved expansion for a development engineer
- \$86,400 increase due to the approved expansion for a source water protection program coordinator

Tax supported budget: Infrastructure, Development and Enterprise Services

Budget trend (Engineering and Capital Infrastructure)

	2016 Approved Budget	2017 Base Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue					
User Fees & Service Charges	(\$2,447,246)	(\$2,839,446)	(\$2,839,446)	(\$392,200)	16.0%
Product Sales	(\$250)	(\$250)	(\$250)	\$0	0.0%
External Recoveries	(\$2,822,565)	(\$2,555,480)	(\$2,641,880)	\$180,685	(6.4%)
Grants	\$0	\$0	\$0	\$0	0.0%
Total Revenue	(\$5,270,061)	(\$5,395,176)	(\$5,481,576)	(\$211,515)	4.0%
Expenditure					
Salary, Wage & Benefits	\$6,130,335	\$6,309,455	\$6,497,855	\$367,520	6.0%
Purchased Goods	\$563,417	\$577,067	\$596,567	\$33,150	5.9%
Purchased Services	\$450,133	\$456,818	\$459,618	\$9,485	2.1%
Long Term Debt Charges	\$0	\$0	\$0	\$0	0.0%
Financial Expenses	\$4,200	\$4,200	\$4,200	\$0	0.0%
Total Expenditure	\$7,148,085	\$7,347,540	\$7,558,240	\$410,155	5.7%
Net Before Internal Charges & Recoveries	\$1,878,024	\$1,952,364	\$2,076,664	\$198,640	10.6%
Internal Charges & Recoveries					
Internal Charges	\$775,520	\$620,700	\$620,700	(\$154,820)	(20.0%)
Internal Recoveries	(\$1,140,700)	(\$1,182,700)	(\$1,182,700)	(\$42,000)	3.7%
Total Internal Charges & Recoveries	(\$365,180)	(\$562,000)	(\$562,000)	(\$196,820)	53.9%
Net Budget	\$1,512,844	\$1,390,364	\$1,514,664	\$1,820	0.1%

Year-over-year revenue and expenses



Expansions

- Development Engineer

Capital programs of work

- Active Transportation
- Bridges & Structures
- Contaminated Sites
- Downtown Implementation
- Full Corridor Reconstruction - Growth
- Full Corridor Reconstruction - Renewal
- Planning & Studies
- Road & Right of Way
- Traffic Signals & Intersection Improvements
- Vehicle & Equipment
- Water Distribution Network
- Wastewater Collection

Tax supported budget: Infrastructure, Development and Enterprise Services

Environmental Services

The department is comprised of three divisions: Solid Waste Resources, Water Services and Wastewater Services. The latter two are reviewed and approved through the City's Non-tax-supported budget.

The City's Solid Waste Resources division is delivering better public services by finding innovative ways to manage Guelph's organic, recyclable, hazardous and other solid waste. Solid Waste Resources provides residential and commercial waste management services in compliance with all provincial legislation and regulations including waste collection, recycling, organics processing, household hazardous waste management, waste disposal, and waste reduction education programs designed to reduce the amount of waste sent to landfill, reduce greenhouse gas emissions and reach the City's goal to achieve a diversion target of 70 per cent by 2021. Provides three-stream, yard waste and bulky item collection services to residential clients in Guelph

- Operates Guelph's Material Recovery Facility, Public drop-off facility, Household Hazardous Waste Recovery Facility, Organic Waste Processing Facility and Transfer Station
- Plans and implements waste reduction programs
- Monitors and maintains the former Eastview Landfill and operates a Methane Gas Collection System

2017 initiatives

OUR RESOURCES

- Financial review and planning
- Capital improvements to ensure compliance
- Improved efficiency across programs

OUR PEOPLE

- Focus on employee engagement

OUR SERVICES

- Launch of online Waste Collection Reminder Tool
- Increased diversion rates

Tax supported budget: Infrastructure, Development and Enterprise Services

Financial information

This budget represents 5.24 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Environmental Services	\$10,584,080	\$11,797,980	\$1,213,900	11.5%	50%	45.2%	4.8%

Explanation of Changes

Revenue

- \$860,000 reduction in yard waste fees and transfer station tipping fees and services charges to align actual historical trend
- \$1,590,000 reduction in product sales revenue due to elimination of MRF 2 and other budget to actual adjustment
- \$125,000 decrease in partner contribution to align actual
- \$83,000 decrease in provincial grants to align actual
- \$777,000 increase in internal recoveries related to residential tipping fees

Expenses

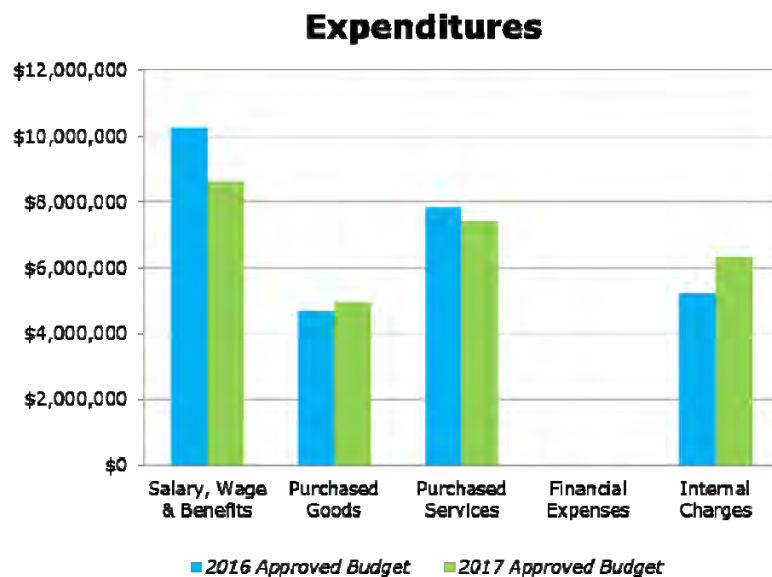
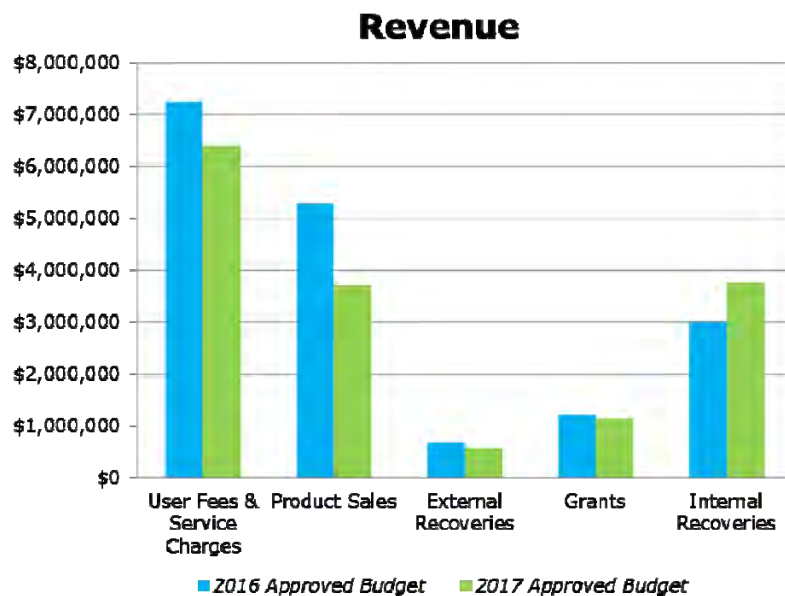
- \$1,638,000 decrease in compensation due to the elimination of the second shift at Material Recovery Facility and reduction of part-time wages to align actual requirement
- \$261,000 increase in purchased goods due to increase in utilities and recyclable material
- \$424,000 decrease in purchased services due to decrease in contracted waste haulage
- \$1,100,000 increase in internal cross chargeback related to tipping fees and vehicle maintenance
- \$40,000 increase for weekend garbage collection in the downtown area

Tax supported budget: Infrastructure, Development and Enterprise Services

Budget trend (Environmental Services)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$7,259,500)	(\$6,405,720)	\$853,780	(11.8%)
Product Sales	(\$5,292,400)	(\$3,707,400)	\$1,585,000	(29.9%)
External Recoveries	(\$694,700)	(\$569,700)	\$125,000	(18.0%)
Grants	(\$1,220,000)	(\$1,137,000)	\$83,000	(6.8%)
Total Revenue	(\$14,466,600)	(\$11,819,820)	\$2,646,780	(18.3%)
Expenditure				
Salary, Wage & Benefits	\$10,261,300	\$8,643,100	(\$1,618,200)	(15.8%)
Purchased Goods	\$4,685,760	\$4,946,600	\$260,840	5.6%
Purchased Services	\$7,869,720	\$7,445,700	(\$424,020)	(5.4%)
Financial Expenses	\$5,500	\$5,500	\$0	0.0%
Total Expenditure	\$22,822,280	\$21,040,900	(\$1,781,380)	(7.8%)
Net Before Internal Charges & Recoveries	\$8,355,680	\$9,221,080	\$865,400	10.4%
Internal Charges & Recoveries				
Internal Charges	\$5,222,500	\$6,347,800	\$1,125,300	21.5%
Internal Recoveries	(\$2,994,100)	(\$3,770,900)	(\$776,800)	25.9%
Total Internal Charges & Recoveries	\$2,228,400	\$2,576,900	\$348,500	15.6%
Net Budget	\$10,584,080	\$11,797,980	\$1,213,900	11.5%

Year-over-year revenue and expenses



Expansions – none

Capital programs of work

- Building Expansion, Renewal & Upgrades
- Vehicle & Equipment

Planning, Urban Design and Building Services

The Planning, Urban Design and Building Services department works with multiple City departments, outside agencies, community stakeholders, residents, developers and homebuilders to ensure Guelph continues to be a vibrant, accessible, inclusive and beautiful community that attracts residents, businesses and visitors. The department provides all facets of planning, urban design and building services for the development and building industry, and the citizens of Guelph. In addition to supporting the focus areas of the Corporate Administration Plan, the department is leading and participating in strategic initiatives including the Integrated Operational Review (IOR) and Corporate Technology Strategic Plan.

Development Planning

- Process approvals for Official Plan and Zoning By-law amendments, plans of subdivisions and condominiums, and site plans
- Review and comment on Committee of Adjustment applications to address compliance with relevant planning policies
- Part lot control approvals
- Provide advice and information to the development community and public regarding City land use, planning policies and procedures
- Review development applications for Urban Design and landscaping elements
- Identify and implement continuous improvement and customer service initiatives in relation to development approvals processes

Policy Planning and Urban Design

- Prepare Official Plan updates and secondary plans to ensure compliance with provincial and federal legislation and to reflect the community's values and aspirations
- Develop and implement urban design policies and guidelines to ensure new development meets Guelph's goals for a well-designed, safe, inclusive, appealing and sustainable city
- Provide data and statistical information analysis to support planning and interdepartmental projects
- Review and prepare environmental policies to protect and enhance Guelph's natural assets including rivers, waterways, urban forest and other naturalized spaces
- Protect and preserve Guelph's cultural assets and places of historic significance through heritage planning
- Support the efficient processing of development applications

Tax supported budget: Infrastructure, Development and Enterprise Services

Building Services

- Issue building permits and conduct building inspections as required under the *Building Code Act* and Building Bylaw
- Administer and enforce various City bylaws including the Zoning, Swimming Pool, Two Unit Registration and Sign bylaws
- Administration of the Termite Control Program and Backflow Prevention Program

2017 initiatives

OUR RESOURCES

- Complete the remaining components of the Integrated Operational Review (IOR) program including the release of all development application manuals and related materials, associated performance measurement systems such as upgrades to the Amanda tracking software, and website enhancements showcasing newly mapped processes.
- Obtain a renewed, or new, research permit authorization from the Pest Management Regulatory Agency of Health Canada for continued experimental treatment of termites with zinc borate or an alternative control agent.
- Focus on the comprehensive environmental study, integrated infrastructure planning and initiation of community visioning work for the Clair-Maltby Secondary Plan
Continue implementation of the Official Plan through the development of action plans and review of employment and commercial policy and the commencement of the comprehensive Zoning Bylaw review.

OUR SERVICES

- Development of an enhanced Customer Service Strategy strengthening the link between all service areas involved in development processing and external stakeholders that aligns with the City's Corporate Strategy. Key themes in the Strategy include supporting continuous improvement, partnering with stakeholders and meeting client objectives.
- In collaboration with Court Services, implement a new process to track and record activity related to prosecutions for building code and various bylaw offences.

Financial information

This budget represents 1.41 per cent of the City's 2017 approved operating budget.

Tax supported budget: Infrastructure, Development and Enterprise Services

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Planning, Urban Design and Building Services	\$3,342,930	\$3,171,500	(\$171,430)	(5.1%)	77.9%	22.1%	0%

Explanation of Changes

Revenue

- \$11,000 decrease in revenue related to property information certificates and accessory apt approval fees offset by increase in administration fees to align actual requirement
- \$265,000 increase in internal payroll recoveries to align historical trend
- \$45,000 increase in internal capital recoveries due to the Policy Planner 1 expansion

Expenses

- \$153,000 increase in compensation due to economic adjustment including increase in overtime and part-time wages to align actual requirement
- \$39,000 reduction in purchased goods mainly related to the elimination of vehicle and equipment purchase related to last year's approved expansion
- \$43,000 decrease in purchased services due to reduction in consulting fees and contractor's repair and maintenance to align actual requirement
- \$36,000 reduction in internal cross charges to align actual requirement
- \$92,700 increase due to approved expansion of the Policy Planner 1

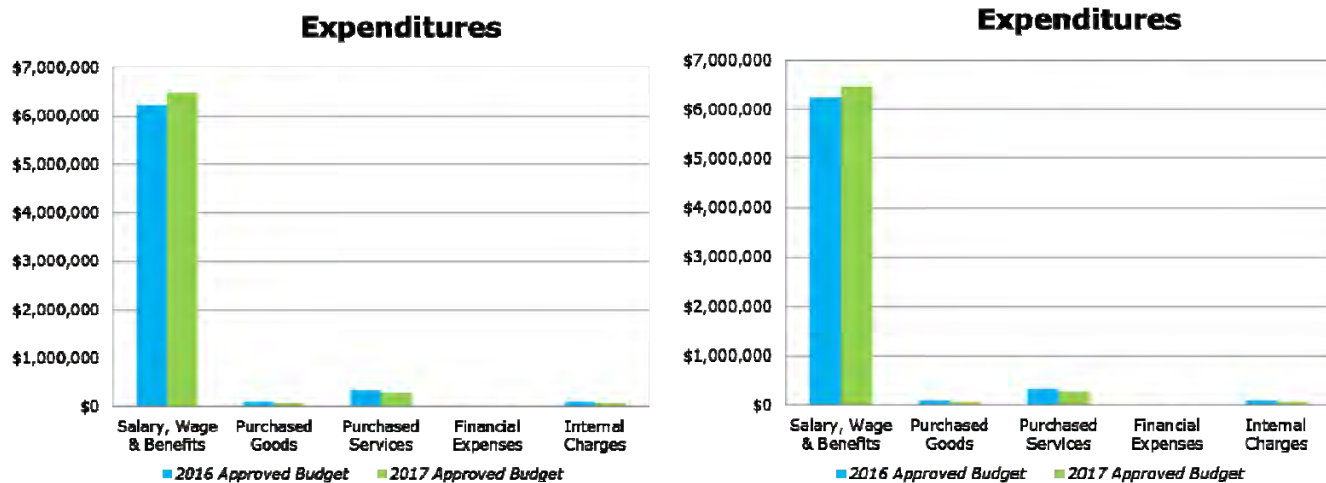
Tax supported budget: Infrastructure, Development and Enterprise Services

Budget trend (Planning, Urban Design and Building Services)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$630,550)	(\$619,550)	\$11,000	(1.7%)
Product Sales	(\$2,800)	(\$2,800)	\$0	0.0%
Licenses & Permits	(\$170,000)	(\$170,000)	\$0	0.0%
External Recoveries	(\$65,000)	(\$110,000)	(\$45,000)	69.2%
Grants	\$0	\$0	\$0	0.0%
Total Revenue	(\$868,350)	(\$902,350)	(\$34,000)	3.9%
Expenditure				
Salary, Wage & Benefits	\$6,231,900	\$6,476,600	\$244,700	3.9%
Purchased Goods	\$95,400	\$56,700	(\$38,700)	(40.6%)
Purchased Services	\$323,400	\$280,950	(\$42,450)	(13.1%)
Other Transfers	\$0	\$0	\$0	0.0%
Financial Expenses	\$1,000	\$1,000	\$0	0.0%
Total Expenditure	\$6,651,700	\$6,815,250	\$163,550	2.5%
Net Before Internal Charges & Recoveries	\$5,783,350	\$5,912,900	\$129,550	2.2%
Internal Charges & Recoveries				
Internal Charges	\$96,830	\$60,500	(\$36,330)	(37.5%)
Internal Recoveries	(\$2,537,250)	(\$2,801,900)	(\$264,650)	10.4%
Total Internal Charges & Recoveries	(\$2,440,420)	(\$2,741,400)	(\$300,980)	12.3%
Net Budget	\$3,342,930	\$3,171,500	(\$171,430)	(5.1%)

Tax supported budget: Infrastructure, Development and Enterprise Services

Year-over-year revenue and expenses



Expansions

- Program Manager – Environmental Planning

Capital programs of work

- Planning & Studies

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Facilities Management

The Facilities Management department is involved in the maintenance, repair and energy efficient operation of more than 80 City facilities representing 1.1 million square feet of gross floor area. The program includes preventative maintenance, demand maintenance and repairs, building automation, energy efficiency, accessibility, property management, space planning, heritage restoration, asset management and project management of a large variety of capital building projects.

In addition, the department is involved in obtaining and addressing deficiencies identified in building condition assessments, roofing condition assessments, and structural assessment for the majority of our facilities across the corporation. The department is responsible for documentation and management of 'hazardous' materials inventory including asbestos, indoor air quality investigations, fire safety plans, fire alarm inspection and verification, service contract management, corporate oversight and implementation related to accessibility including training, site plan review, facility audits and upgrades, and a liaison role with the Accessibility Advisory Committee.

2017 initiatives

OUR RESOURCES

- Substantially complete the \$2 million renovation of the Via Rail Station by February and the \$15 million renovation and expansion of Victoria Road Recreation Centre by April
- Complete \$3.5 million in lifecycle replacement work
- Initiate the LED street lighting replacement project (subject to council approval)
- Initiate a facility needs assessment across the organization
- Prioritize and implement the findings from the 2016 accessibility audit
- Increase the number of hours spent on preventative maintenance from 1600 to 2000 hours

Financial information

This budget represents 0.90 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Facilities Management	\$1,992,253	\$2,016,918	\$24,665	1.24%	78.8%	21.2%	0%

Tax supported budget: Infrastructure, Development and Enterprise Services

Explanation of Changes

Revenue

- \$11,000 increase in planned disbursement recoveries

Expenses

- \$36,000 increase in compensation due to economic adjustment including increase in part-time staffing cost net of reduction to NUME vehicle allowance
- \$9,000 increase in operating supplies to align actual
- \$9,000 decrease in utilities mainly natural gas
- \$102,000 increase in purchased services due to increase in building repairs and maintenance
- \$100,000 decrease in inter fund charges due to the removal of transfer to reserves for building repairs and maintenance

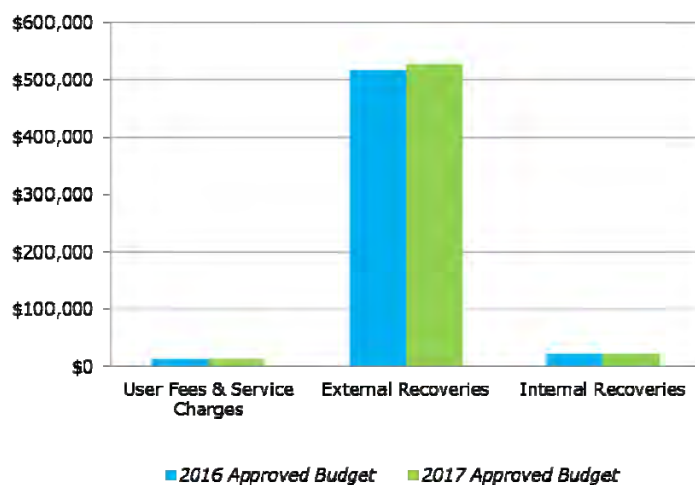
Budget trend (Facilities Management)

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$13,200)	(\$13,200)	\$0	0.0%
External Recoveries	(\$518,500)	(\$529,000)	(\$10,500)	2.0%
Total Revenue	(\$531,700)	(\$542,200)	(\$10,500)	2.0%
Expenditure				
Salary, Wage & Benefits	\$1,922,000	\$1,957,725	\$35,725	1.9%
Purchased Goods	\$148,750	\$146,650	(\$2,100)	(1.4%)
Purchased Services	\$281,633	\$382,793	\$101,160	35.9%
Total Expenditure	\$2,352,383	\$2,487,168	\$134,785	5.7%
Net Before Internal Charges & Recoveries	\$1,820,683	\$1,944,968	\$124,285	6.8%
Internal Charges & Recoveries				
Internal Charges	\$193,070	\$93,450	(\$99,620)	(51.6%)
Internal Recoveries	(\$21,500)	(\$21,500)	\$0	0.0%
Total Internal Charges & Recoveries	\$171,570	\$71,950	(\$99,620)	(58.1%)
Net Budget	\$1,992,253	\$2,016,918	\$24,665	1.2%

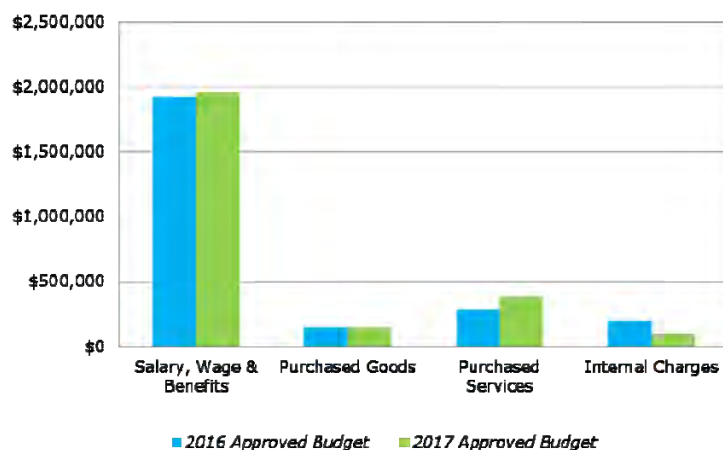
Tax supported budget: Infrastructure, Development and Enterprise Services

Year-over-year revenue and expenses

Revenue



Expenditures



Expansions – none

Capital programs of work

- Building Expansion, Renewal & Upgrades

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Public Services

Public Services are some of the most outwardly facing departments in the City which deal with parks and recreation, transit, emergency services, seniors services, culture and tourism, road and sidewalk maintenance, business licensing and Market Square operations.

Public Services routinely impacts the everyday life of Guelph residents from creating memories and moments at one of our art or community centres; maintaining public and civic buildings, roads, trails and sidewalks; helping people move between places that contributes to the quality of life in our city for residents and visitors alike; and providing emergency services to those in need.

Organizational structure



Tax supported budget: Public Services

Financial information

This budget (service area) represents 37.2 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

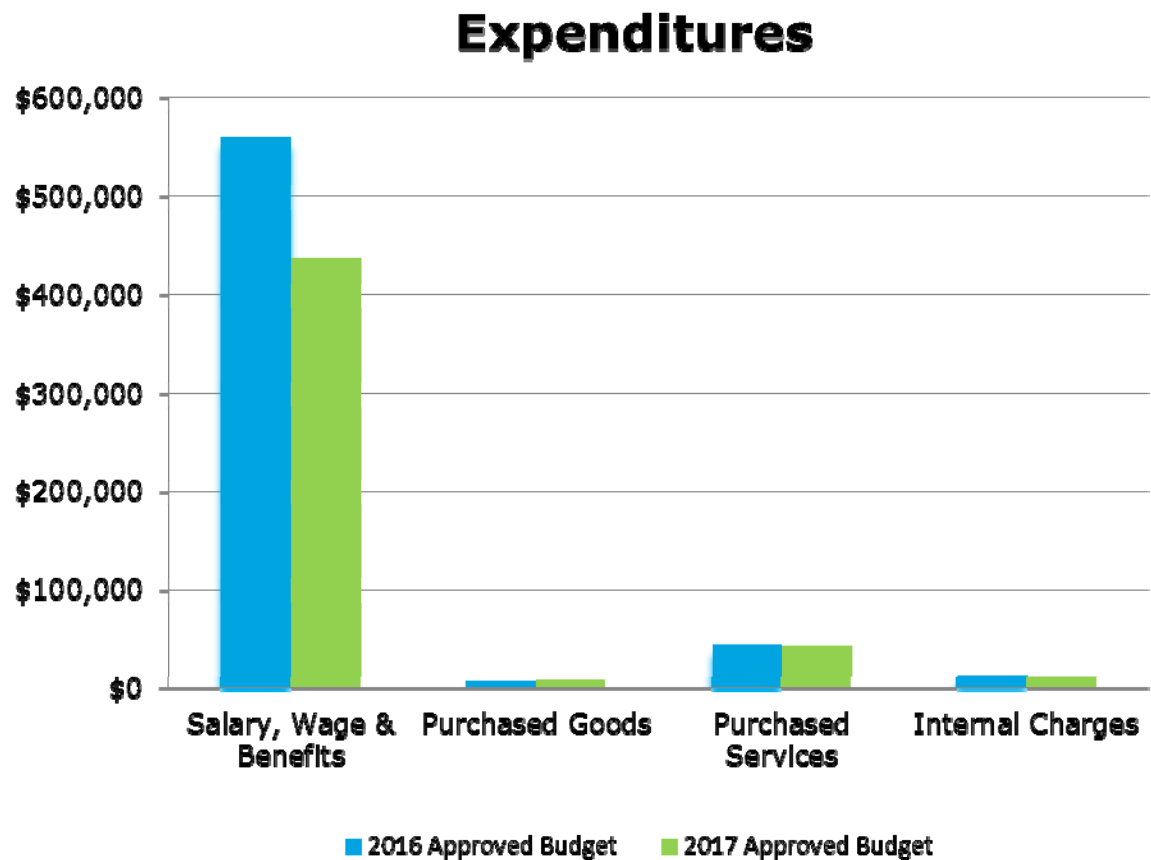
Service Area	Approved Budget		Change		Funding Sources		
	2016	2017	Increase (\$)	Increase (%)	Tax Supported %	User Fees & Service Charges %	Grants %
PS Administration	\$628,280	\$503,900	(\$124,380)	(19.80%)	100.00%	0.00%	0.00%
Parks & Recreation Services	\$12,007,738	\$12,656,994	\$649,256	5.41%	67.89%	30.07%	2.04%
Culture, Tourism & Community Investment	\$6,091,569	\$6,951,168	\$859,599	14.11%	60.02%	36.33%	3.65%
Guelph Transit	\$14,698,370	\$17,104,849	\$2,406,479	16.37%	58.62%	41.38%	0.00%
Operations	\$16,705,499	\$17,570,649	\$865,150	5.18%	94.91%	5.09%	0.00%
Emergency Services	\$28,851,763	\$29,494,097	\$642,334	2.23%	70.32%	9.41%	20.27%
Public Services (Service Area)	\$78,983,219	\$84,281,657	\$5,298,438	6.71%	70.02%	22.24%	7.73%

Tax supported budget: Public Services

Budget trend (PS Administration)

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	\$0	\$0	\$0	0.0%
Product Sales	\$0	\$0	\$0	0.0%
External Recoveries	\$0	\$0	\$0	0.0%
Grants	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	0.00%
Expenditure				
Salary, Wage & Benefits	\$560,600	\$438,000	(\$122,600)	(21.9%)
Purchased Goods	\$8,500	\$8,500	\$0	0.0%
Purchased Services	\$45,000	\$43,900	(\$1,100)	(2.4%)
Long Term Debt Charges	\$0	\$0	\$0	0.0%
Other Transfers	\$0	\$0	\$0	0.0%
Financial Expenses	\$0	\$0	\$0	0.0%
Total Expenditure	\$614,100	\$490,400	(\$123,700)	(20.1%)
Net Before Internal Charges & Recoveries	\$614,100	\$490,400	(\$123,700)	(20.1%)
Internal Charges & Recoveries				
Internal Charges	\$14,180	\$13,500	(\$680)	(4.8%)
Internal Recoveries	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$14,180	\$13,500	(\$680)	(4.8%)
Net Budget	\$628,280	\$503,900	(\$124,380)	(19.8%)

Year-over-year revenue and expenses (PS Administration)



(PS Administration)

Expansions – none

Capital programs of work – none

Culture, Tourism and Community Investment

The Culture, Tourism and Community Investment department actively provides a diverse range of enriching cultural opportunities, social services and visitor experiences. The department enhances community well-being and prosperity by providing opportunities for participation and belonging while championing civic connectivity, responsible stewardship and community building. The department coordinates the delivery, marketing and support of fundraising for related programs and services, oversees the operations of the River Run Centre, Sleeman Centre, City Hall, Market Square, Guelph Farmers' Market, and Guelph Museums. The department is responsible for related programming in the facilities, civic events planning, public art development, tourism development, community and neighbourhood partnerships, grant allocations and community investment programs. Staff liaises with, and provides leadership to, Council-appointed advisory committees for Guelph Museums, Tourism and Public Art, and also convenes the Local Immigration Partnership Council.

Guelph Museums

- Collect, preserve and share the objects and stories that trace Guelph's history
- Manage Guelph Civic Museum, McCrae House National Historic Site, Locomotive 6167, and a comprehensive collection of over 45,000 artifacts and images
- Provide interactive exhibitions, engaging programs, community meeting space, and research resources

River Run Centre and Civic Events

The River Run Centre is Guelph's signature performing arts facility. The River Run overlooks the picturesque Speed River in the heart of historic downtown Guelph.

- Manage and promote events at River Run Centre's 785 seat theatre, 225 seat theatre and multi-purpose reception space
- Offer high-quality performances designed to attract and delight audiences of all ages and tastes
- Provide hands-on mentorship programs for youth
- Manage the City's civic and special events, including John Galt Day, Aboriginal Day, Culture Days and movie nights
- Provide access to culturally significant events in celebration of Guelph, Ontario or Canada including concert and sport events screenings.

Sleeman Centre and Civic Precinct Facilities

Located in the heart of the Guelph's historic downtown, Sleeman Centre is a modern, well-equipped multiuse 5,000 seat facility that serves as city's premier venue for sports and entertainment. The arena is home ice for the OHL Guelph Storm and GOJHL Guelph Hurricanes.

- Provide client and patron services
- Manage venue operations
- Provide building services support for City Hall, Guelph Farmers' Market and Market Square

Cultural Affairs and Tourism

- Coordinate and promote arts and culture programs

Tax supported budget: Public Services

- Develop initiatives in partnership with the arts community and provide marketing and fundraising support for departmental activities to increase earned revenue and reduce reliance on tax-supported funding
- Serve as the City's tourism industry liaison and facilitator for tourism stakeholders that operate within Guelph
- Offer promotional programs aimed at visitor attraction
- Manage visitor information services over a number of channels and platforms through the 'Visit Guelph' brand
- Manage the operation of Guelph Farmers' Market and provide licensee services to the market vendors

Community Investment and Social Services

- Build community and neighborhood partnerships through community investments that include grant allocations and respond to issues such as community hubs, food security, poverty elimination
- Promote economic and social inclusion of immigrants through the Local Immigration Partnership (LIP), the Guelph Wellington Immigration Portal, and the Newcomers on Board initiative
- Convene the LIP Council with more than 90 partners
- Develop and evaluate policies and strategies to support vibrant communities including the Affordable Bus Pass, Fee Assistance in Recreation (FAIR) and the Welcome to Guelph pass.

2017 initiatives

OUR SERVICES

- Increase River Run Centre service and efficiency with improvements to technology including repair to exterior sign, access to lobby presentation screens and upgrades to ticket scanning.
- Enhance accessibility of community investment through improvements to subsidy programs and the Community Investment Strategy

OUR RESOURCES

- Develop a new, community-centered, strategic operating plan for Guelph Museums to guide the Museums work from 2017 to 2020.
- Commemorate Canada's sesquicentennial and Guelph's 190th anniversary with community celebrations
- Continue negotiating the Storm License Agreement to extend the term thru 2026

Financial information

This budget represents 3.1 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Culture, Tourism & Community Investments	\$6,091,569	\$6,951,168	\$859,599	14.1%	60.1%	36.3%	3.6%

Explanation of Changes

Revenue

- \$500,000 decrease in revenues due to new Storm contract offset by increases in River Run revenues \$17,000 and Tourism advertising revenue \$13,000
- \$59,000 increase in product sales for food & drink sales at Sleeman's and River Run offset by \$2,000 reduction in Tourism promotional sales
- \$52,000 external recovery increased due to increase in grant funding for Museum
- \$90,000 external recoveries decrease for labour recoveries \$49,000, corporate sponsorship, donations and partnership contributions \$30,000 as well as payroll recoveries \$11,000
-

Expenses

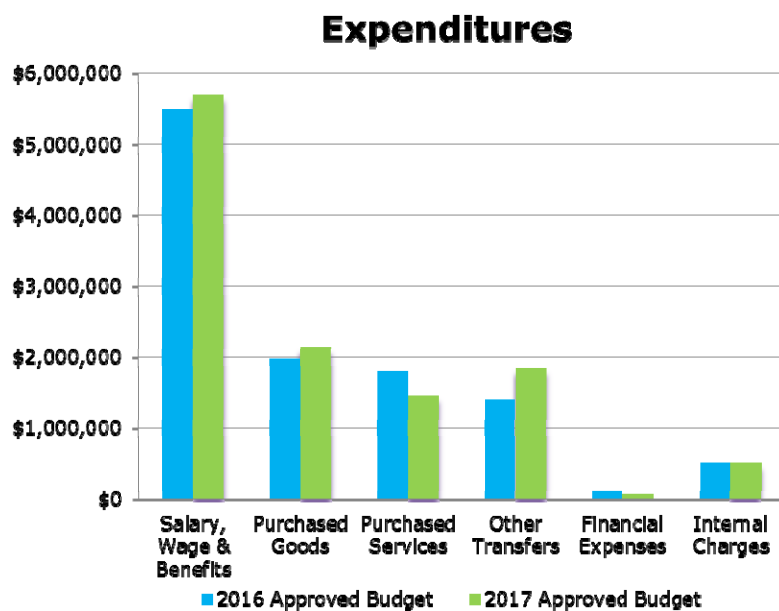
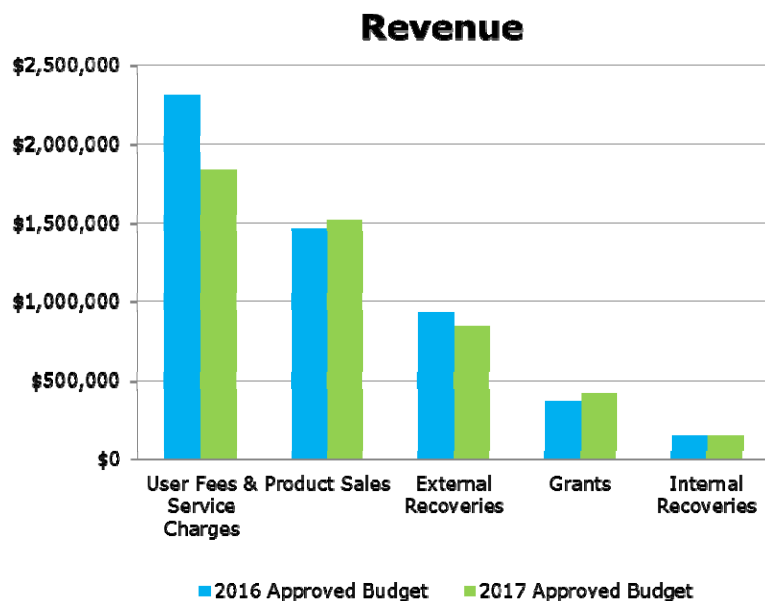
- \$195,000 increase in compensation due to economic increases as well as part-time staffing costs
- Purchased Goods increase mostly due to utilities \$103,000, beverage and grocery purchases \$81,000 and building supplies \$7,000
- Purchased goods decrease \$328,000 mainly due to reallocation of Community Benefit Agreements to other transfers cost category
- Other transfers increase of \$435,000 mainly due to reallocation of CBA's from purchase services as well as increase in CBA amounts to reflect the actual payments as per the agreements
- Financial expenses decrease of \$62,000 due mainly to reduction in commissions as a result of the new contract with the Guelph Storm

Budget trend (Culture, Tourism & Community Investments)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$2,310,910)	(\$1,838,410)	\$472,500	(20.4%)
Product Sales	(\$1,467,125)	(\$1,526,000)	(\$58,875)	4.0%
External Recoveries	(\$933,198)	(\$842,648)	\$90,550	(9.7%)
Grants	(\$370,735)	(\$422,599)	(\$51,864)	14.0%
Total Revenue	(\$5,081,968)	(\$4,629,657)	\$452,311	(8.9%)
Expenditure				
Salary, Wage & Benefits	\$5,497,306	\$5,692,500	\$195,194	3.6%
Purchased Goods	\$1,972,312	\$2,146,049	\$173,737	8.8%
Purchased Services	\$1,795,081	\$1,472,036	(\$323,045)	(18.0%)
Other Transfers	\$1,413,133	\$1,848,200	\$435,067	30.8%
Financial Expenses	\$125,300	\$63,600	(\$61,700)	(49.2%)
Total Expenditure	\$10,803,132	\$11,222,385	\$419,253	3.9%
Net Before Internal Charges & Recoveries	\$5,721,164	\$6,592,728	\$871,564	15.2%
Internal Charges & Recoveries				
Internal Charges	\$526,570	\$513,600	(\$12,970)	(2.5%)
Internal Recoveries	(\$156,165)	(\$155,160)	\$1,005	(0.6%)
Total Internal Charges & Recoveries	\$370,405	\$358,440	(\$11,965)	(3.2%)
Net Budget	\$6,091,569	\$6,951,168	\$859,599	14.1%

Tax supported budget: Public Services

Year-over-year revenue and expenses



Expansions – none

Capital programs of work

- Building Expansion, Renewal & Upgrades
- Vehicle & Equipment

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Emergency Services

The Emergency Services department contributes to community well-being and peace of mind by providing Paramedics and Fire Fighters, Emergency Preparedness planning and education programs designed to keep the community safe in their homes and businesses.

Emergency Services

Guelph-Wellington Paramedic Services (EMS)

- Provide emergency pre-hospital medical care and transport to 200,000 residents in Guelph and Wellington County
- Service the 2,600 square kilometer area from nine ambulance bases

Emergency Preparedness

- Prevent, mitigate, prepare for, respond to and recover from emergencies
- Train and encourage staff and community partners in business continuity planning to minimize disruptions to public service during times of crisis
- Strive to become a more disaster-resilient community through public education and training programs

Guelph Fire Department

- Provide firefighting/suppression, public assistance, rescue, education, hazardous material response, medical response, fire related planning, fire prevention and inspections as well as fire investigations for the City of Guelph
- Provide executive leadership to the Guelph-Eramosa Fire Department through the Guelph Fire Chief

2017 initiatives

OUR SERVICES

- Develop a Paramedic Services Master Plan to govern the management and development of the Guelph/Wellington Paramedic Services through the year 2022.

OUR PEOPLE

- Implement creative solutions through the Community Paramedicine Program to better meet the needs of vulnerable residents in the community while reducing the likelihood of emergency illnesses and injuries and the need for emergency intervention.
- Emergency Management and Guelph Fire Department will work cooperatively leverage opportunities for public education through personal engagement and media campaign.
- Obtain re-accreditation with the Commission on Fire Accreditation International (CFAI) in 2016/2017.
- Maintain compliance with *Emergency Management and Civil Protection Act* (EMCPA) Regulation 380/04, and continue to work with all City departments to develop continuity of government (business continuity) plans to benefit the City.

Tax supported budget: Public Services

OUR RESOURCES

- Work cooperatively with the Guelph Police Service to replace the legacy digital radio system which will improve interoperability between Police, Fire and EMS units.

Financial information

This budget represents 13.10 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Budget	2017 Approved	Yr/Yr Increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
Emergency Services	\$28,851,763	\$29,494,097	\$642,334	2.2%	70.3%	9.4%	20.3%

Explanation of Changes

Revenue

- \$188,00 increase in grant from County due to additional four full-time paramedics for Erin Township
- \$113,000 increase in land ambulance grant revenue which assumes a one per cent annual funding increase

Expenses (key changes)

- \$575,300 increase in compensation and benefits due to additional four full-time paramedics for Erin Township
- \$153,000 increase in compensation due to economic adjustment
- \$57,400 increase in purchased goods to align actual
- \$80,000 increase in vehicle and building repairs and maintenance to align actual requirement
- \$61,500 increase in communications, radios and pagers to align actual requirement
- \$42,000 reduction to lease agreements no longer required
- \$49,000 increase in advertising, legal, financial and computer costs associated with allocating internal chargebacks according to Ontario Municipal Benchmarking Initiative methodology

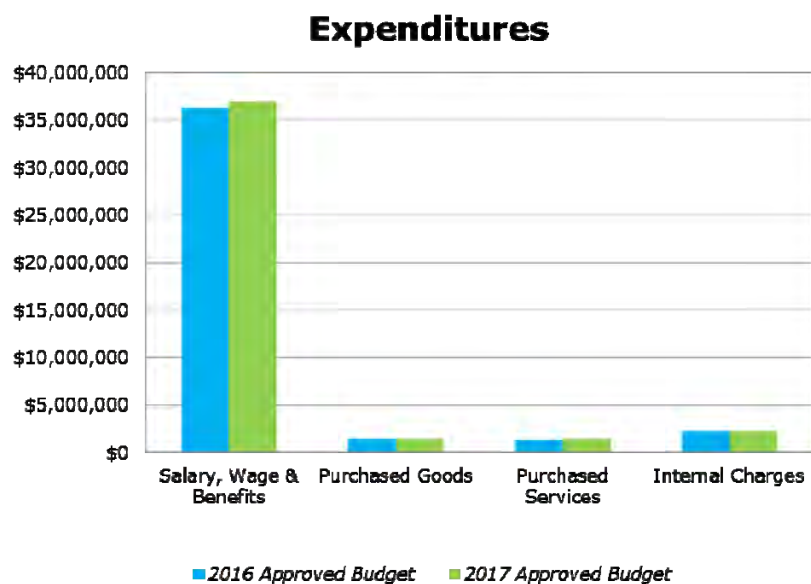
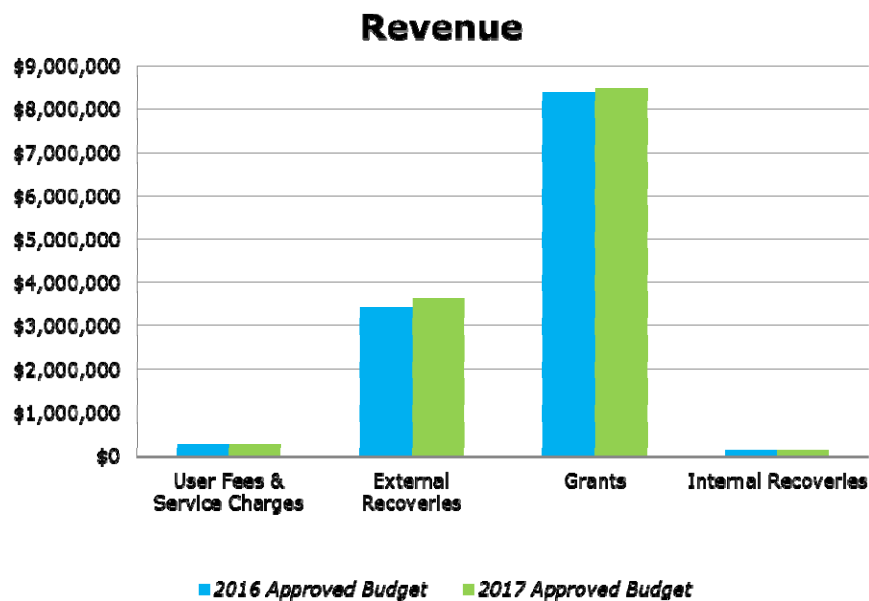
Tax supported budget: Public Services

Budget trend (Emergency Services)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$305,100)	(\$305,100)	\$0	0.0%
Product Sales	\$0	\$0	\$0	0.0%
External Recoveries	(\$3,447,100)	(\$3,640,000)	(\$192,900)	5.6%
Grants	(\$8,390,860)	(\$8,503,960)	(\$113,100)	1.3%
Total Revenue	(\$12,143,060)	(\$12,449,060)	(\$306,000)	2.5%
Expenditure				
Salary, Wage & Benefits	\$36,234,471	\$36,960,277	\$725,806	2.0%
Purchased Goods	\$1,379,500	\$1,441,000	\$61,500	4.5%
Purchased Services	\$1,324,932	\$1,439,480	\$114,548	8.6%
Financial Expenses	\$0	\$0	\$0	0.0%
Total Expenditure	\$38,938,903	\$39,840,757	\$901,854	2.3%
Net Before Internal Charges & Recoveries	\$26,795,843	\$27,391,697	\$595,854	2.2%
Internal Charges & Recoveries				
Internal Charges	\$2,191,220	\$2,240,400	\$49,180	2.2%
Internal Recoveries	(\$135,300)	(\$138,000)	(\$2,700)	2.0%
Total Internal Charges & Recoveries	\$2,055,920	\$2,102,400	\$46,480	2.3%
Net Budget	\$28,851,763	\$29,494,097	\$642,334	2.2%

Tax supported budget: Public Services

Year-over-year revenue and expenses



Expansions

- Paramedics - Erin Township

Capital programs of work

- Planning & Studies
- Vehicle & Equipment

Guelph Transit

Guelph Transit provides riders of all ages, incomes and physical abilities safe, affordable and inclusive public transportation throughout the city. By implementing the Transit Growth Strategy and collaborating on initiatives like the Affordable Bus Pass, Guelph Transit contributes to community well-being and strives to become the preferred mode of transportation for residents, employers and visitors in Guelph.

Guelph Transit also reduces greenhouse gas emissions and air pollution in the city by reducing traffic congestion, which helps achieve the goals of the Community Energy Initiative and improves quality of life for residents.

Transit Business Services

- Manage Guelph Transit's business functions including budget preparation, financial reporting and contract administration
- Maintain all communication channels and monitor the implementation and performance of marketing and sales programs, pilots and initiatives
- Oversee customer service and manage protocols, benchmarks and respond to route planning requests, public comments and inquiries using traditional and social media

Transit Operations

- Operate 74 fully accessible low-floor buses which run every 20 minutes during peak period and every 30 minutes during off-peak periods
- Provide curb-to-curb service for passengers who may or may not use personal mobility devices such as walkers or wheelchairs through a fleet of 10 mobility buses and through a third-party contractor
- Offer two routes with fully accessible community buses for passengers who may or may not use personal mobility devices such as walkers or wheelchairs; routes travel to key destinations such as seniors' centres, hospitals and shopping areas

Planning and Scheduling

- Prepare annual service standard and benchmarking report to ensure Guelph Transit maintains adequate service levels, financial performance and route efficiency
- Assess route performance and develop route and service adjustments
- Collaborate with City departments and external agencies to ensure Guelph Transit service supports the City's growth and planning objectives

Quality Assurance and Continuous Improvement

- Maintain the facility used to repair, store, clean and fuel all conventional and mobility buses
- Operate Guelph Central Station; a multi-modal transportation hub in downtown Guelph connecting local, regional and national public transit
- Oversee and manage major transit projects

2017 initiatives

OUR SERVICES

- Improve on-time performance with the full implementation of the Trapeze CAD/AVL management system
- Continue to provide exceptional customer service to all of our customers

OUR RESOURCES

- Continue to deliver the best service possible within the approved 2017 budget
- Provide an evolving improved transit service, ensuring the needs of our customers are delivered within our approved budget

Financial information

This budget represents 7.60 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

		Yr/Yr Increase		Funding Sources (%)		
	2016 Budget	2017 Approved	(\$)	(%)	Tax Supported	User Fee Grants
Transit	\$14,698,370	\$17,104,849	\$2,406,479	16.4%	58.6%	41.4% 0%

Explanation of Changes

Revenue

- \$635,000 increase in university fare pass revenue due to proposed fare increase

Explanation of Changes – Expenses (key changes)

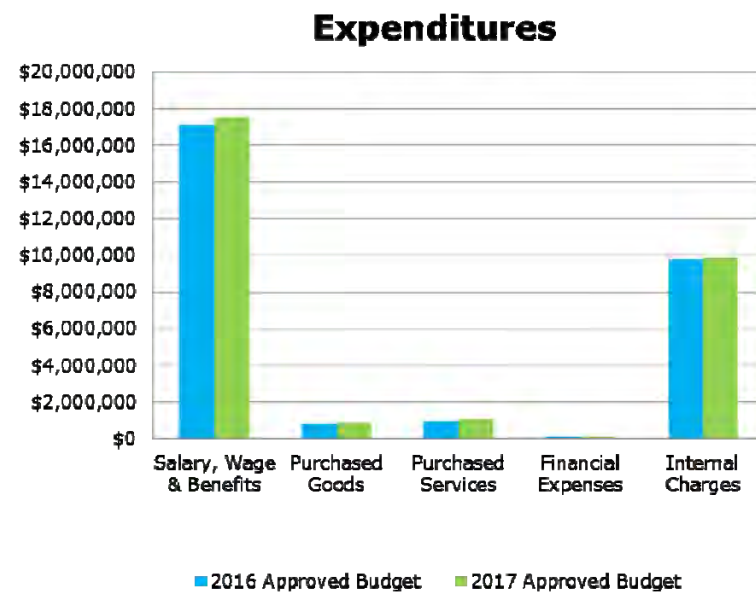
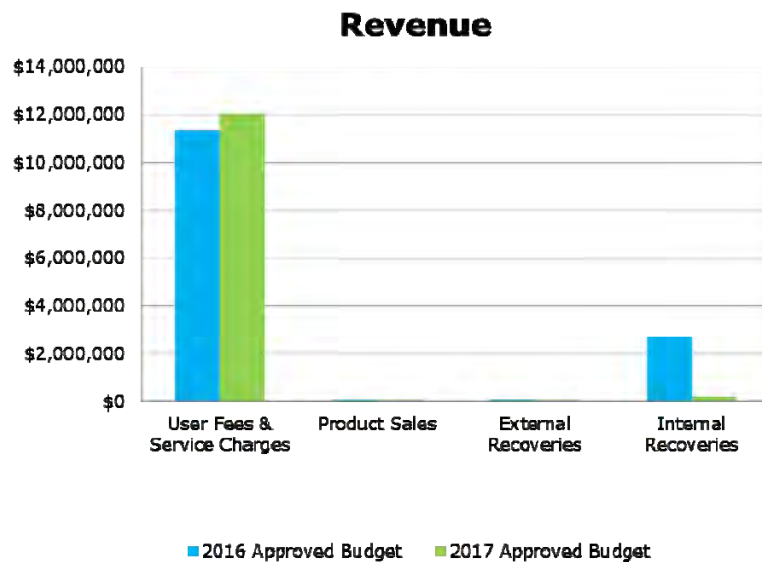
- \$120,000 increase in compensation and benefits due to approved expansion – Mobility Dispatch – and restore 30 minute service on Civic and Boxing Day.
- \$294,000 increase in compensation due to economic increases and to align with actual service requirement
- \$61,000 increase in property in lieu tax and utility costs
- \$70,000 increase in purchased services attributed to helper buses
- \$148,000 increase in fleet maintenance costs due to the increased cost for vehicle repairs and to restore 30 minute service on Civic and Boxing Day.
- \$2,460,000 removal of provincial gas tax subsidy from transit operating to capital

Budget trend (Guelph Transit)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$11,344,780)	(\$12,053,701)	(\$708,921)	6.2%
Product Sales	(\$2,000)	(\$2,000)	\$0	0.0%
External Recoveries	(\$18,000)	(\$18,000)	\$0	0.0%
Total Revenue	(\$11,364,780)	(\$12,073,701)	(\$708,921)	6.2%
Expenditure				
Salary, Wage & Benefits	\$17,110,490	\$17,506,922	\$396,432	2.3%
Purchased Goods	\$798,300	\$860,200	\$61,900	7.8%
Purchased Services	\$987,220	\$1,058,300	\$71,080	7.2%
Financial Expenses	\$60,000	\$60,000	\$0	0.0%
Total Expenditure	\$18,956,010	\$19,485,422	\$529,412	2.8%
Net Before Internal Charges & Recoveries	\$7,591,230	\$7,411,721	(\$179,509)	(2.4%)
Internal Charges & Recoveries				
Internal Charges	\$9,792,830	\$9,922,128	\$129,298	1.3%
Internal Recoveries	(\$2,685,690)	(\$229,000)	\$2,456,690	(91.5%)
Total Internal Charges & Recoveries	\$7,107,140	\$9,693,128	\$2,585,988	36.4%
Net Budget	\$14,698,370	\$17,104,849	\$2,406,479	16.4%

Tax supported budget: Public Services

Year-over-year revenue and expenses



Expansions

- Mobility Dispatch

Capital programs of work

- South End Community Centre
- Transit Growth Strategy
- Vehicle & Equipment

Operations

The Operations department provides service to residents, businesses and 24 hours a day, 365 days a year. The department, mostly based out of 45 Municipal Street, provides first responders to assist Police and Emergency Services during natural or man-made emergencies. Operations helps ensure a safe, inclusive, appealing and sustainable city through its work in the following three divisions: Fleet Services, Public Works (Roads, Storm water, Sidewalk, Downtown Maintenance and Traffic Field), and Bylaw Compliance, Security & Licensing.

Fleet Services

- Purchase, commission, assess, maintain, repair, decommission and dispose of all City vehicles and equipment

Public Works

- Maintain roads, storm collection systems, sidewalks and boulevards to ensure safe, efficient travel for motorists, cyclists and pedestrians
- Maintain downtown public spaces such as parking lots and Guelph Central Station through sidewalk cleaning and public waste receptacle monitoring on weekends
- Coordinate and manage the annual street sweeping, pothole repairs, sign and sidewalk inspection, and loose leaf collection programs
- Manage the winter control program for all regulated roads, sidewalks, downtown spaces and Guelph Central Station

Bylaw Compliance, Security and Licensing

- Provide enforcement of City bylaws including Property Standards, support for other departments to enforce bylaws, security assistance and alarm response
- Manage bylaw exemption processes
- Provide security consultation for corporate selection, installation and services for City facilities
- Implement enhanced enforcement program which includes engaging the community to prevent offences from occurring or re-occurring
- Oversee Animal Control contract, issues and enforcement
- Conduct licensing administration and business licence inspections

2017 initiatives

OUR RESOURCES

- Examine and consider transferring the administration and enforcement of Taxi Licensing from Guelph Police Service to Bylaw Compliance, Security and Licensing
- Upgrade security at 45 Municipal St. building
- Review and analyze 311GIS initiatives and other technologies to improve customer service
- Review winter control program including the operation, resources and materials inventory process
- Examine and review the Loose Leaf Collection Program

Tax supported budget: Public Services

Financial information

This budget represents 7.81 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Budget	2017 Approved	Yr/Yr increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
Operations	\$16,705,499	\$17,570,649	\$865,150	5.18%	94.9%	5.1%	0%

Explanation of Changes

Expenses

- \$631,000 increase in operations compensation due to economic increases including increased in overtime and part-time staffing costs to align actual service requirement and the transfer of taxi licensing from Police to Bylaw
- \$215,000 increase in fleet automotive parts to align with historical trend. This cost is fully recovered from the various city departments using fleet services
- \$162,000 reduction to purchase vehicle and equipment related to 2016 approved roads and sidewalk maintenance expansion
- \$115,000 increase in purchased services due to budget to actual adjustment for winter control
- \$96,000 increase in transit fleet compensation and benefits due to economic adjustments and additional full-time fleet supervisor as an approved expansion. This cost is fully recovered to Transit who uses fleet services.

Tax supported budget: Public Services

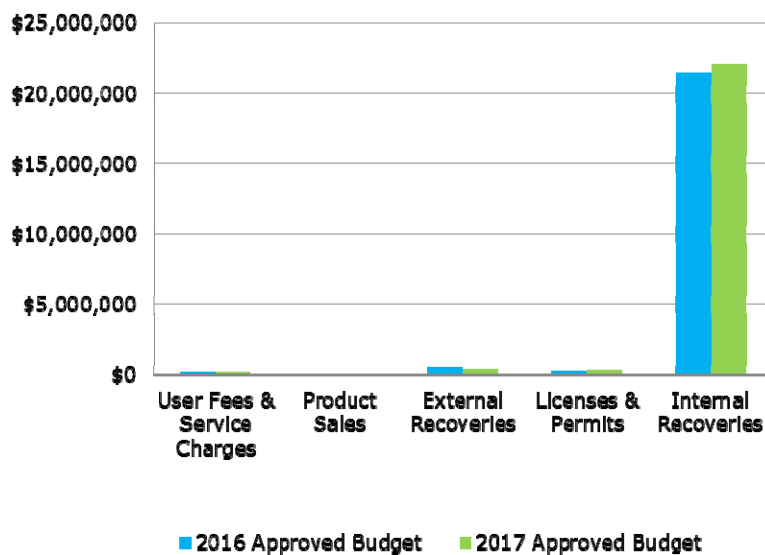
Budget trend (Operations)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$200,104)	(\$206,804)	(\$6,700)	3.3%
Product Sales	(\$4,500)	(\$4,500)	\$0	0.0%
Licenses & Permits	(\$254,100)	(\$321,600)	(\$67,500)	26.6%
External Recoveries	(\$533,896)	(\$408,556)	\$125,340	(23.5%)
Grants	\$0	\$0	\$0	0.0%
Total Revenue	(\$992,600)	(\$941,460)	\$51,140	(5.2%)
Expenditure				
Salary, Wage & Benefits	\$14,592,665	\$15,308,987	\$716,322	4.9%
Purchased Goods	\$11,219,349	\$11,353,505	\$134,156	1.2%
Purchased Services	\$4,775,768	\$4,912,198	\$136,430	2.9%
Government Transfers	\$0	\$0	\$0	0.0%
Other Transfers	\$586,800	\$598,500	\$11,700	2.0%
Financial Expenses	\$2,200	\$1,700	(\$500)	(22.7%)
Total Expenditure	\$31,176,782	\$32,174,890	\$998,108	3.2%
Net Before Internal Charges & Recoveries	\$30,184,182	\$31,233,430	\$1,049,248	3.5%
Internal Charges & Recoveries				
Internal Charges	\$7,988,040	\$8,402,125	\$414,085	5.2%
Internal Recoveries	(\$21,466,723)	(\$22,064,906)	(\$598,183)	2.8%
Total Internal Charges & Recoveries	(\$13,478,683)	(\$13,662,781)	(\$184,098)	1.4%
Net Budget	\$16,705,499	\$17,570,649	\$865,150	5.2%

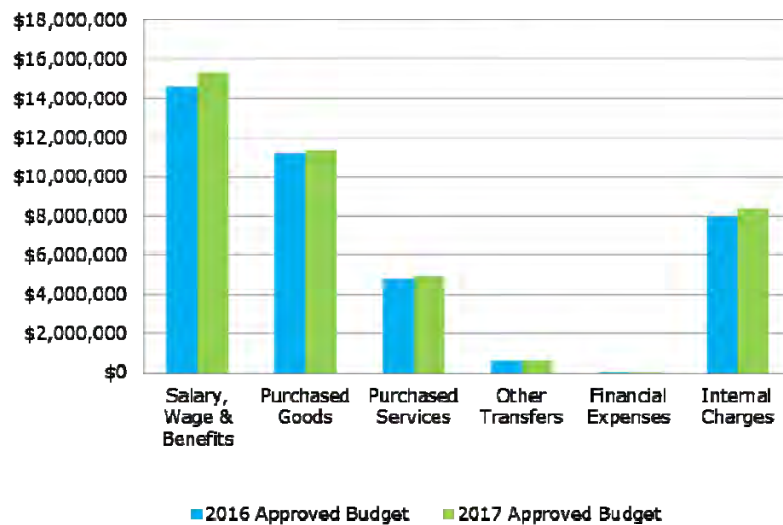
Tax supported budget: Public Services

Year-over-year revenue and expenses

Revenue



Expenditures



Expansions Fleet Supervisor

Capital programs of work

- Active Transportation
- Building Expansion, Renewal & Upgrades
- Contaminated Sites
- Road & Right of Way
- Stormwater
- Vehicle & Equipment

Parks and Recreation

The Parks and Recreation department provides inclusive, safe and enjoyable recreation, sport and passive recreation opportunities for all community members. The department strives to meet and exceed the needs of the community through active engagement of residents and stakeholders, strategic partnerships, community outreach, volunteerism and event initiatives, where appropriate, and as directed by City Council. The City's parks, trails, indoor and outdoor recreation spaces, facilities and programs are essential to the quality of life in Guelph.

Open Space Planning

- Develop and implement the City's capital construction programs for parks, trails and other associated infrastructure
- Plan and budget for parks capital infrastructure
- Contract preparation and administration of capital work
- Establish long range Open Space Planning
- Review development applications to ensure adequate parkland or cash-in-lieu to acquire new park land is available

Parks Operations & Forestry

- Maintain trails, parks, sports fields, playground equipment and open spaces
- Ensure public safety regarding parks, sports fields and their amenities (i.e., meet minimum Canadian Safety Association standards for playground maintenance)
- Operate splash pads and amusement rides
- Renew and redevelop existing parks and infrastructure
- Provide operational support for community events, festivals and sports tournaments
- Maintain the City's urban forest and through the ongoing implementation of the Urban Forest Management Plan

Recreation Services

- Operate and maintain safe, clean and affordable recreation facilities including community centres, indoor and outdoor pools, arenas, fitness room, gymnasium, community spaces and a public restaurant
- Develop and provide inclusive community recreation programming in a wide variety of interest areas to people of all ages and skill levels including aquatic lessons, summer camp programs and specialized programs
- Liaise with sports groups and associations that utilize City parks and recreation facilities
- Develop policies regarding use of City facilities to ensure safe, inclusive and equitable practices
- Plan for new facilities and retrofits of existing ones to meet resident needs

2017 initiatives

OUR RESOURCES

- Begin construction on Silvercreek Trail as per the requirements of the successful Canada 150 Infrastructure Grant
- Complete capital projects by using the new tiered framework of reporting
- Enhance communications and marketing initiatives to increase community awareness of recreation and facility booking opportunities

OUR SERVICES

- Integrate a broader range of issues for community feedback on 311GIS
- Re-open the fully renovated Victoria Road Recreation Centre
- Standardize divisional inspection protocols and standard operating procedures

Financial information

This budget (Parks and Recreation) represents 5.62 per cent of the City's 2017 recommended operating budget.

Year-over-year budget changes

	2016 Budget	2017 Approved	Yr/Yr increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
Parks & Recreation Services	\$12,007,738	\$12,656,994	\$649,256	5.4%	67.9%	30.1%	2.0%

Explanation of Changes

Revenue

- \$276,000 increase in user fees & charges for Registration fees, facility rentals, admissions and ice rentals
- \$68,000 increase in external recoveries for additional program funding as well as sub-trades and supply recoveries

Expenses

- \$579,000 increase in compensation due to economic and grid adjustments as well as part-time staffing costs
- \$150,000 decrease in internal recoveries due to lower facility rent recoveries and elimination of winter control chargeback

Tax supported budget: Public Services

- \$116,000 increase in purchased services for vehicle and equipment rentals, repairs and maintenance, consulting and cell phones
- \$161,000 increase in purchased goods for utilities, operating expenses and fleet and equipment expenses

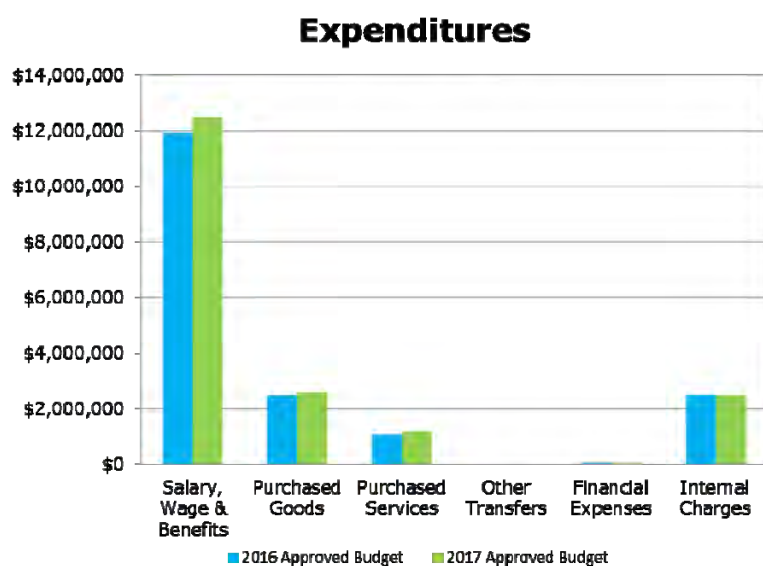
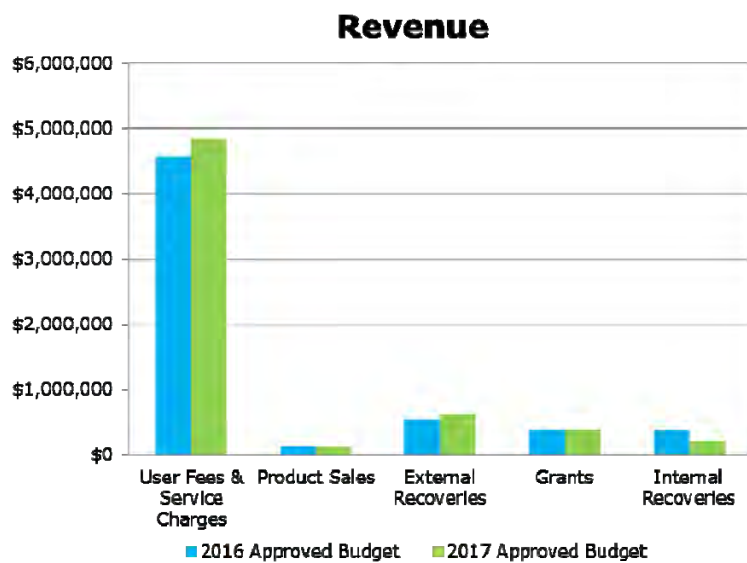
Tax supported budget: Public Services

Budget trend (Parks and Recreation)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$4,575,975)	(\$4,852,601)	(\$276,626)	6.0%
Product Sales	(\$142,600)	(\$135,600)	\$7,000	(4.9%)
Licenses & Permits	\$0	\$0	\$0	0.0%
External Recoveries	(\$548,550)	(\$617,155)	(\$68,605)	12.5%
Grants	(\$384,400)	(\$380,848)	\$3,552	(0.9%)
Total Revenue	(\$5,651,525)	(\$5,986,204)	(\$334,679)	5.9%
Expenditure				
Salary, Wage & Benefits	\$11,922,284	\$12,501,661	\$579,377	4.9%
Purchased Goods	\$2,464,710	\$2,626,402	\$161,692	6.6%
Purchased Services	\$1,062,259	\$1,178,385	\$116,126	10.9%
Other Transfers	\$25,000	\$15,000	(\$10,000)	(40.0%)
Financial Expenses	\$55,500	\$55,500	\$0	0.0%
Total Expenditure	\$15,529,753	\$16,376,948	\$847,195	5.5%
Net Before Internal Charges & Recoveries	\$9,878,228	\$10,390,744	\$512,516	5.2%
Internal Charges & Recoveries				
Internal Charges	\$2,499,210	\$2,485,350	(\$13,860)	(0.6%)
Internal Recoveries	(\$369,700)	(\$219,100)	\$150,600	(40.7%)
Total Internal Charges & Recoveries	\$2,129,510	\$2,266,250	\$136,740	6.4%
Net Budget	\$12,007,738	\$12,656,994	\$649,256	5.4%

Tax supported budget: Public Services

Year-over-year revenue and expenses



Expansions – none

Capital programs of work

- Active Transportation
- Downtown Implementation
- Outdoor Spaces
- Planning & Studies
- South End Community Centre
- Tree Canopy
- Vehicle & Equipment

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Corporate Services

Corporate Services supports all City departments in providing outstanding municipal service and value to the community. The City Clerk's Office, Communications & Customer Service, Finance, Human Resources, Information Technology and Program/Project Management Office provide proactive advisory, information and service functions to ensure accountability and transparency, manage corporate risk, ensure legislative compliance and provide services aligned with the City's values of integrity, excellence and wellness that contribute to efficiency and effectiveness in City programs and services.

Note: Guelph's Provincial Court Administration is also part of this service area, and is represented in Guelph's Non-tax Supported Budget.

Organizational Structure



Tax supported budget: Corporate Services

Financial information

This budget (service area) represents 5.69 per cent of the City's 2017 approved operating budget.

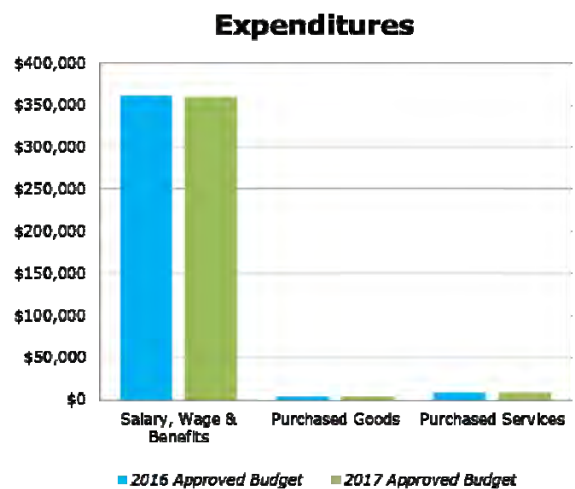
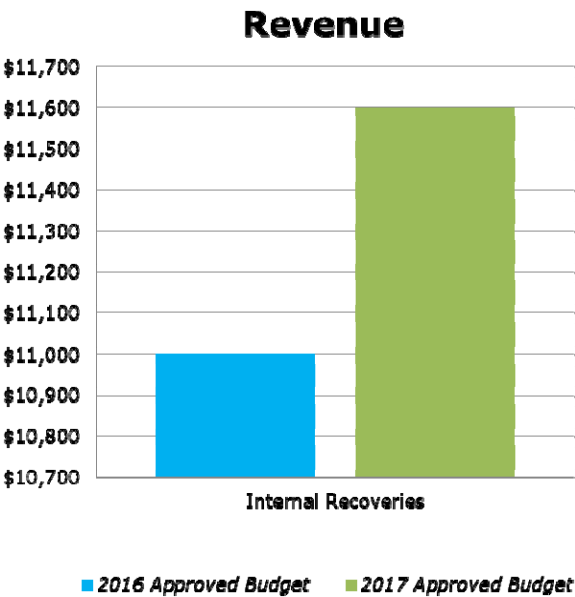
Year-over-year budget changes

	2016 Budget	2017 Recommended	Yr/Yr Increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
CS Administration	\$361,650	\$360,200	(\$1,450)	(0.40%)	100.00%	0.00%	0.00%
City Clerk's Office	\$1,010,350	\$1,044,200	\$33,850	3.35%	76.49%	23.51%	0.00%
Communications & Customer Service	\$1,452,670	\$1,498,500	\$45,830	3.15%	94.16%	5.84%	0.00%
Finance	\$2,165,315	\$2,256,955	\$91,640	4.23%	73.53%	26.47%	0.00%
HR Administration	\$2,287,908	\$2,373,625	\$85,717	3.75%	100.00%	0.00%	0.00%
Information Technology	\$4,429,385	\$4,699,742	\$270,357	6.10%	99.37%	0.63%	0.00%
Project Management	\$169,395	\$510,575	\$341,180	201.41%	82.54%	17.46%	0.00%
CS (Service Area)	\$11,876,673	\$12,743,797	\$867,124	7.30%	90.33%	9.67%	0.00%

Budget trend (CS Administration)

	2016 Budget	2017 Recommended Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
External Recoveries	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	0.00%
Expenditure				
Salary, Wage & Benefits	\$360,400	\$359,500	(\$900)	(0.25%)
Purchased Goods	\$3,700	\$3,700	\$0	0.00%
Purchased Services	\$8,550	\$8,600	\$50	0.58%
Total Expenditure	\$372,650	\$371,800	(\$850)	(0.23%)
Net Before Internal Charges & Recoveries	\$372,650	\$371,800	(\$850)	(0.23%)
Internal Charges & Recoveries				
Internal Recoveries	(\$11,000)	(\$11,600)	(\$600)	5.45%
Total Internal Charges & Recoveries	(\$11,000)	(\$11,600)	(\$600)	5.45%
Net Budget	\$361,650	\$360,200	(\$1,450)	(0.40%)

Year-over-year revenue and expenses (CS Administration)



(CS Administration)

Expansions – none

Capital programs of work – none

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City Clerk's Office

The City Clerk's Office coordinates and supports various responsibilities required under provincial legislation. The City Clerk's Office provides internal and public support services including:

- Secretariat support to Council and Committees of Council including meeting management, citizen appointments, statutory notices, legislation coordination and vital statistics;
- Issue Public notice provisions pursuant to various legislations;
- Documentation of the official record of the actions of Council;
- Management of the City's records and information holdings;
- Oversight of the City's compliance with privacy legislation including processing of freedom of information requests;
- Administration and delivery of the municipal and school board elections;
- Delivery of marriage services and commissioning services for affidavits; and
- Support of the City's Open Government initiatives.

2017 initiatives

OURSERVICES

- Initiate a review of the City's citizen advisory committees to ensure they are addressing the needs of Council and the community

OURPEOPLE

- Support Council's transition to Committee of the Whole through on-going training and development
- Initiate, in consultation with other City departments, a review of Council's delegation of authority

OURRESOURCES

- Commence procedures for election ward boundary changes (minor change for Ward 5 and 6 boundary)
- Begin planning and initiate work for the delivery of 2018 municipal election

Financial information

This budget represents 0.46 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Clerk Services	\$1,010,350	\$1,044,200	\$33,850	3.35%	76.5%	23.5%	0.0%

Explanation of Changes

Revenue

- \$6,000 increase in Marriage Licenses

Expenses

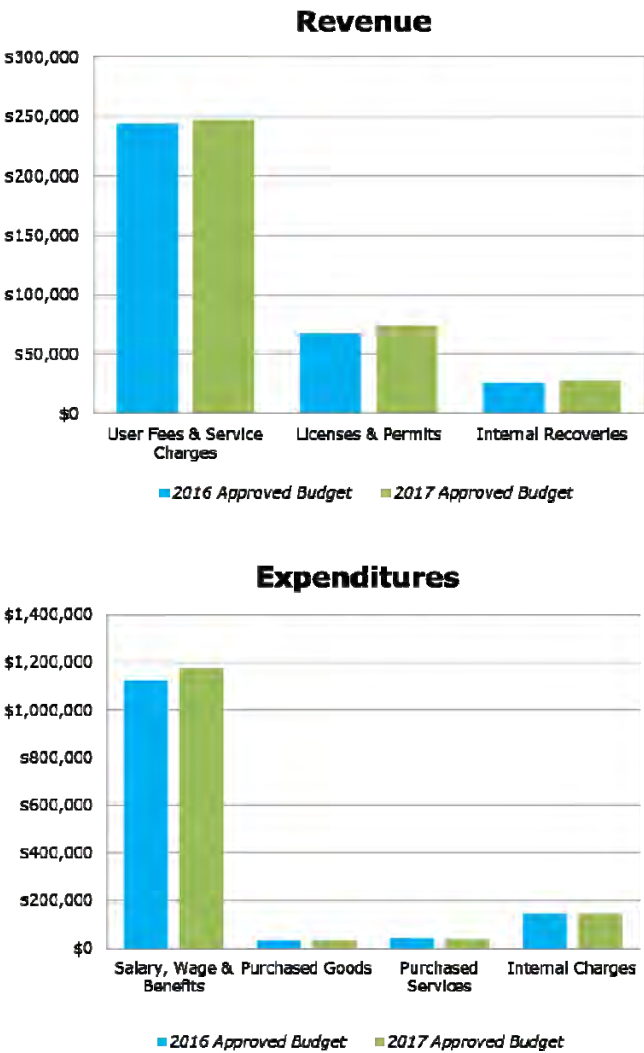
- \$46,000 compensation increase due to economic increases and temporary staffing

Budget trend (Clerk Services)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$244,750)	(\$247,000)	(\$2,250)	0.9%
Product Sales	\$0	\$0	\$0	0.0%
Licenses & Permits	(\$68,000)	(\$74,000)	(\$6,000)	8.8%
External Recoveries	\$0	\$0	\$0	0.0%
Total Revenue	(\$312,750)	(\$321,000)	(\$8,250)	2.6%
Expenditure				
Salary, Wage & Benefits	\$1,125,800	\$1,172,600	\$46,800	4.2%
Purchased Goods	\$36,400	\$36,300	(\$100)	(0.3%)
Purchased Services	\$41,700	\$37,900	(\$3,800)	(9.1%)
Financial Expenses	\$0	\$0	\$0	0.0%
Total Expenditure	\$1,203,900	\$1,246,800	\$42,900	3.6%
Net Before Internal Charges & Recoveries	\$891,150	\$925,800	\$34,650	3.9%
Internal Charges & Recoveries				
Internal Charges	\$145,600	\$145,600	\$0	0.0%
Internal Recoveries	(\$26,400)	(\$27,200)	(\$800)	3.0%
Total Internal Charges & Recoveries	\$119,200	\$118,400	(\$800)	(0.7%)
Net Budget	\$1,010,350	\$1,044,200	\$33,850	3.4%

Tax supported budget: Corporate Services

Year-over-year revenue and expenses



Expansions – none

Capital programs of work – none

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Corporate Communications and Customer Service

The Corporate Communications and Customer Service department provides communications and customer service through a variety of channels to various audiences. The department supports the City and its departments by providing timely, relevant, objective, factual, easy-to-understand information and engagement opportunities to citizens.

Corporate Communications

The Corporate Communications division provides strategic and tactical communications services that enable the City to meet its business and service goals.

It provides support that enables the City to meet its business and service goals by:

- Support and encourage an engaged community that participates in the public process and recognizes its role in addressing issues and contributing to municipal policy and solutions
- Establish and build on mutually beneficial, trustworthy relationships with stakeholders
- Inform citizens about the City services, initiatives and activities
- Enhance communication within the organization
- Enhance staff's capacity to anticipate and respond to issues effectively

Customer Service

The Customer Service division is a key partner and business enabler in delivering service that is citizen-focused. As the City transitions to a centralized model of customer service, the division will serve citizens directly across multiple channels: in person, via phone, mobile, email and social on behalf of all City departments, creating an easy, consistent, and high quality customer service experience for all citizens.

ServiceGuelph

ServiceGuelph is a centralized customer service team that makes access to City of Guelph information, services, and resources easier. Whether citizens need to make a payment, register for a program, or complete an application, ServiceGuelph functions as a one-stop shop and makes service simple.

ServiceGuelph delivers three core services:

- Operation of a central customer service counter at City Hall
- Operation of the City's main switchboard
- Administration of corporate mail services

2017 initiatives

OUR SERVICES

- Deploy the first phase of the City's centralized contact centre and unveil one easy-to-remember number. (Contingent on budget approval)
- Deploy, in collaboration with IT and other City departments, the City's Citizen Relationship Management (CRM) tool, changing the way we support, serve and engage citizens
- Develop a customer service framework for the City of Guelph, complete with a three to five year implementation plan
- Review the City's social media administration model to continue improving online customer service

Tax supported budget: Corporate Services

OUR **RESOURCES**

- Continue to support 85 recurring initiatives and services, along with dozens of new services, programs and opportunities for public involvement. This is part of the department's core service function: strategic communications planning, implementation and management.

Financial information

This budget represents 0.67 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Communications & Customer Service	\$1,452,670	\$1,498,500	\$45,830	3.15%	94.2%	5.8%	0.0%

Explanation of Changes

Revenue

- \$20,000 increase in Capital Recoveries

Expenses

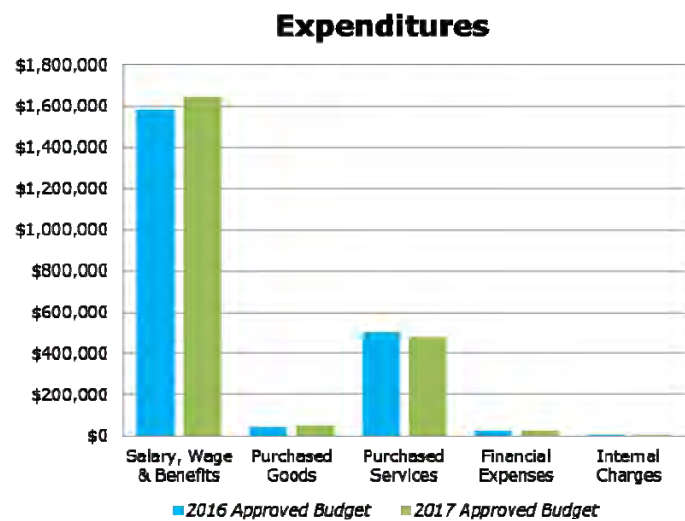
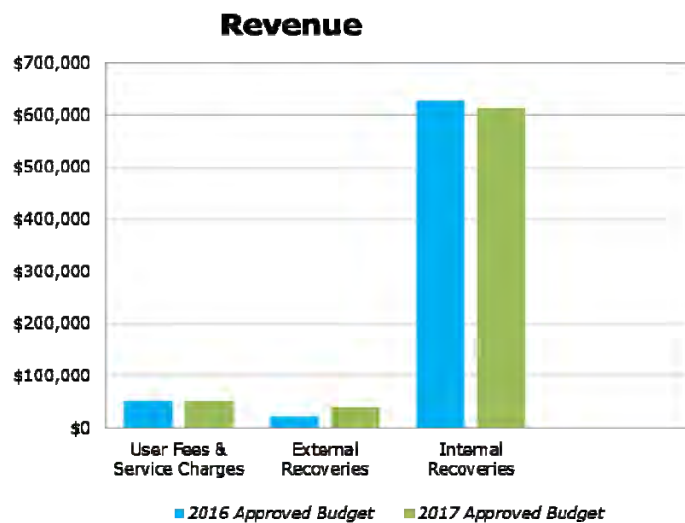
- \$66,000 compensation increase due to economic increases, grid adjustments, part time and overtime
- \$7,100 increase in purchased goods primarily due to promotional materials and office equipment

Tax supported budget: Corporate Services

Budget trend (Communications & Customer Service)

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$52,000)	(\$52,000)	\$0	0.00%
External Recoveries	(\$21,020)	(\$41,000)	(\$19,980)	95.05%
Total Revenue	(\$73,020)	(\$93,000)	(\$19,980)	27.36%
Expenditure				
Salary, Wage & Benefits	\$1,581,550	\$1,648,100	\$66,550	4.21%
Purchased Goods	\$41,500	\$48,600	\$7,100	17.11%
Purchased Services	\$500,640	\$478,350	(\$22,290)	(4.45%)
Financial Expenses	\$25,100	\$25,100	\$0	0.00%
Total Expenditure	\$2,148,790	\$2,200,150	\$51,360	2.39%
Net Before Internal Charges & Recoveries	\$2,075,770	\$2,107,150	\$31,380	1.51%
Internal Charges & Recoveries				
Internal Charges	\$3,900	\$3,400	(\$500)	(12.82%)
Internal Recoveries	(\$627,000)	(\$612,050)	\$14,950	(2.38%)
Total Internal Charges & Recoveries	(\$623,100)	(\$608,650)	\$14,450	(2.32%)
Net Budget	\$1,452,670	\$1,498,500	\$45,830	3.15%

Year-over-year revenue and expenses



Expansions – none

Capital programs of work

- Vehicle & Equipment

Finance

The Finance department ensures the financial accountability and transparency of the City and helps make Guelph an economically resilient city. Through its four divisions, Finance provides advice and analysis to the City, and supports Council in making decisions to maintain the municipality's financial integrity in compliance with the *Municipal Act, 2001*.

Financial Planning and Budgeting

- Provide long-range financial plans and strategic advice to City Council
- Support budget preparation and analysis for all City departments
- Monitor expenses and revenues in compliance with governing policies and legislation
- Develop user-fee models and perform rate analysis

Procurement and Insurance

- Purchase goods and services using open and transparent processes
- Ensure fair competition and compliance with governing policies and legislation
- Manage the City's insurance portfolio

Financial Reporting and Accounting

- Provide general accounting, accounts receivable, accounts payable and treasury functions to the City
- Manage the City's cash and investment portfolio, debt issues and overall integrity of the interfacing financial systems
- Manage capital project and reserve accounting, capital variance reporting and the integrity of the capital asset reporting system
- Prepare the annual financial statements, Financial Information Return (FIR) reports, grant reports, and manage the external audit

Taxation

- Issues bill and collect taxes
- Assessment base management, review assessment roll and maintain tax collectors' roll according to governing policies, by-laws and legislation
- Prepare tax policies, review and establish payment options and process methods, and set tax rates
- Perform tax revenue analysis for City departments
- Prepare tax certificates and remit education taxes to school boards

2017 initiatives

OUR SERVICES

- Implement, in collaborations with Corporate Communication, the Financial Framework to provide clear and easy to access information for the public

Tax supported budget: Corporate Services

OUR RESOURCES

- Complete the review, consolidation and standardization of the City's reserves and reserve funds as per the BMA Financial Report recommendations.
- Implement interest charges on overdue receivables
- Initiate compensation planning review using budget software
- Review production and mailing of tax bills for cost savings and efficiencies
- Develop Vendor of Record (VOR) contracts for departments to create efficiencies in the procurement process

Financial information

This budget represents one per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Finance	\$2,165,315	\$2,256,955	\$91,640	4.23%	73.5%	26.5%	0.0%

Explanation of Changes

Revenue

- \$39,000 revenue increase mainly due to increase in arrears and new assessment parcels
- Interest on accounts receivable \$15,000, new for 2017

Explanation of Changes – Expenses (key changes)

- \$225,050 increase in compensation due to temporary salaries, economic increases, grid adjustments and the addition of one approved expansion which is 100 per cent recovered through internal recoveries from non-tax group
- \$2,000 increase in purchased goods
- \$29,000 net increase in purchased services, especially consulting fees

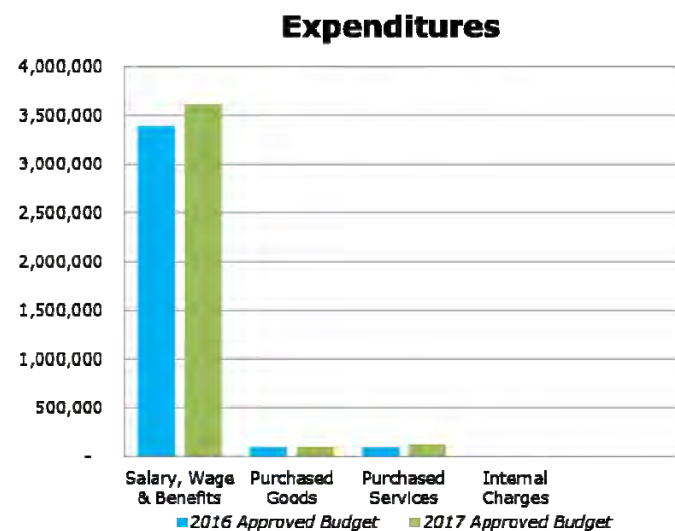
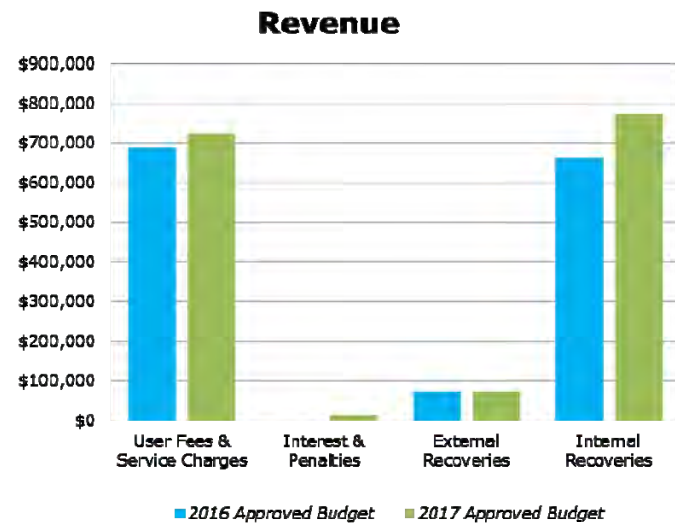
Tax supported budget: Corporate Services

Budget trend (Finance)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	(\$685,370)	(\$724,220)	(\$38,850)	5.7%
Interest & Penalties	\$0	(\$15,000)	(\$15,000)	0.0%
External Recoveries	(\$71,830)	(\$73,300)	(\$1,470)	2.0%
Total Revenue	(\$757,200)	(\$812,520)	(\$55,320)	7.3%
Expenditure				
Salary, Wage & Benefits	\$3,390,665	\$3,615,715	\$225,050	6.6%
Purchased Goods	\$96,050	\$98,110	\$2,060	2.1%
Purchased Services	\$95,100	\$124,250	\$29,150	30.7%
Financial Expenses	\$0	\$0	\$0	0.0%
Total Expenditure	\$3,581,815	\$3,838,075	\$256,260	7.2%
Net Before Internal Charges & Recoveries	\$2,824,615	\$3,025,555	\$200,940	7.1%
Internal Charges & Recoveries				
Internal Charges	\$4,200	\$4,200	\$0	0.0%
Internal Recoveries	(\$663,500)	(\$772,800)	(\$109,300)	16.5%
Total Internal Charges & Recoveries	(\$659,300)	(\$768,600)	(\$109,300)	16.6%
Net Budget	\$2,165,315	\$2,256,955	\$91,640	4.2%

Tax supported budget: Corporate Services

Year-over-year revenue and expenses



Expansions

- Corporate Analyst – Non-tax

Capital programs of work

- Planning & Studies

Human Resources Administration

The Human Resources (HR) department is responsible for enabling employees, teams and the City to meet its business and service goals through:

- Deploying strategic talent management practices through the implementation of the Integrated Talent Blueprint
- Fostering culture change through the Leadership Charter and Corporate Values of integrity, excellence and wellness
- Aligning business and people strategies with performance outcomes
- Understanding workforce performance, total compensation and rewards and recognition
- Executing on Council's direction and decisions from employment-related legislative requirements

Client Services

- Manage day-to-day client services such as staffing, employee relations including grievances and performance issues
- Implement HR programs, processes and policies
- Create strategies to support operational needs and workforce planning programs to address labour market skills shortages
- Use evidence-based decision making to address talent priorities and service needs throughout the City

Talent and Organizational Development

- Enable culture change through the Leadership Charter, Corporate Values and the employee engagement process
- Develop and deliver diversity and inclusion programs and policies
- Develop skill and knowledge building programs including leadership development, employee onboarding, continuing education, career development and learning programs
- Facilitate team development, leader and employee coaching, and support organizational change initiatives
- Manage the performance development program
- Investigate harassment and discrimination complaints

Employee/Labour Relations, Health and Safety, Return-to-Work and Wellness

- Facilitate the administration and interpretation of collective agreements
- Manage grievance process, mediation/arbitration hearings, collective bargaining, attendance, disability cases and return to work programs for ill/injured employees
- Develop health and safety policies, ensure mandatory safety training, and oversee safety audits and accident/incident investigations
- Design and deliver wellness initiatives

Total Rewards and HR Systems

- Manage day to day employee inquiries related to HR services
- Develop, manage and administer total compensation strategies including corporate payroll, job evaluation and analysis, benefits and OMERS

Tax supported budget: Corporate Services

- Implement and maintain human resource information systems, records and employee files
- Provide information and statistical reports with respect to organizational design, employee compensation and payroll activity
- Analyze and report on benchmarking and human resources trends and metrics
- Maintain and enhance the employee recognition program

2017 initiatives

OUR PEOPLE

- Continue to implement the Talent Blueprint including:
 - Employee engagement action planning
 - Leadership Charter and learning opportunities for front-line employees
 - Implement employee career path programs
- Develop and implement Amalgamated Transit Union (ATU) collective bargaining approach

OUR RESOURCES

- Continue with the implementation of our HR technology plan
- Continue to implement the new HR service deliver model

Financial information

This budget represents 1.05 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016 Budget	2017 Approved	Yr/Yr Increase		Funding Sources (%)		
			(\$)	(%)	Tax Supported	User Fee	Grants
Human Resources Administration	\$2,287,908	\$2,373,625	\$85,717	3.75%	100.0%	0.0%	0.0%

Explanation of Changes

Expenses

- \$99,000 increase in compensation due to economic increases and grid adjustments
- \$15,000 increase in administrative recoveries

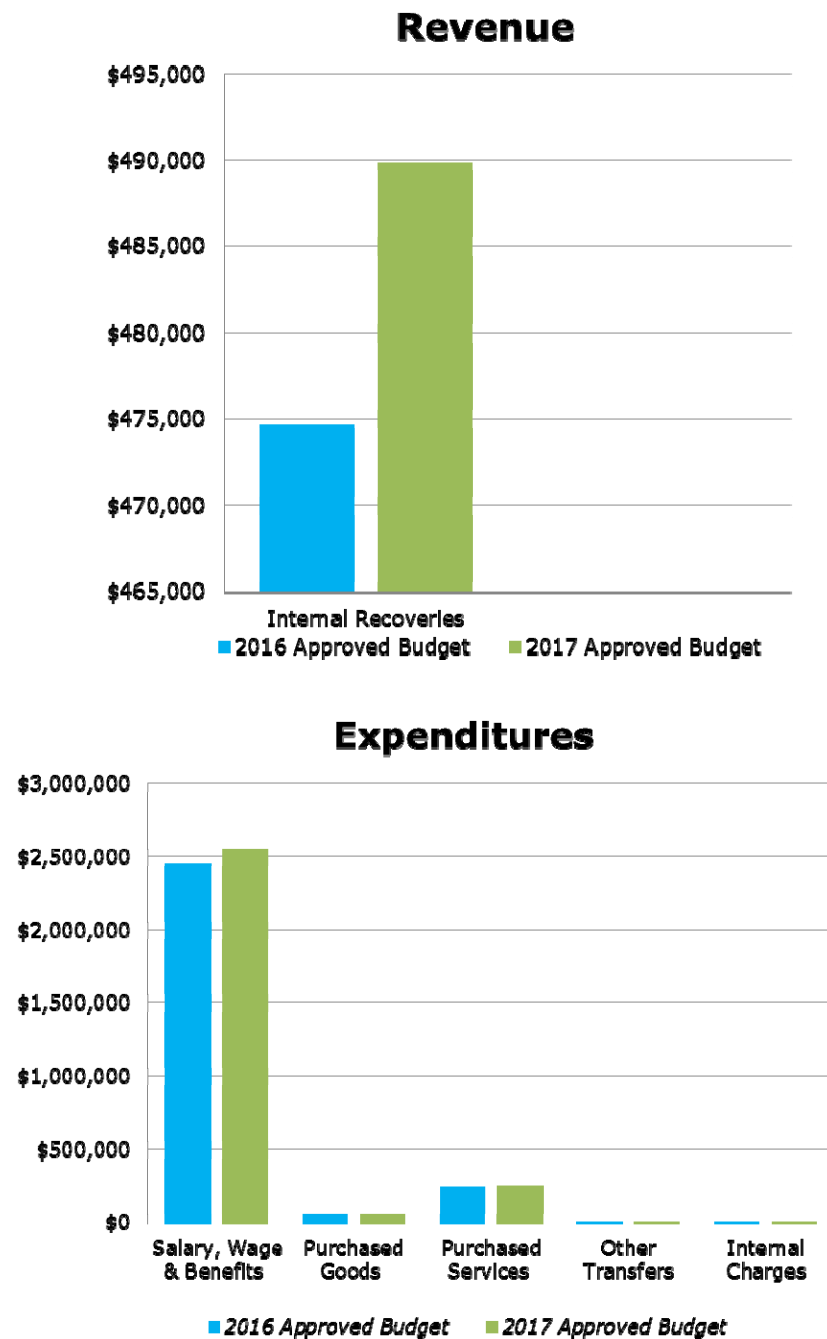
Tax supported budget: Corporate Services

Budget trend (HR Administration)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	\$0	\$0	\$0	0.0%
External Recoveries	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	0.0%
Expenditure				
Salary, Wage & Benefits	\$2,452,330	\$2,551,400	\$99,070	4.0%
Purchased Goods	\$57,025	\$56,350	(\$675)	(1.2%)
Purchased Services	\$249,220	\$251,645	\$2,425	1.0%
Other Transfers	\$3,000	\$3,000	\$0	0.0%
Total Expenditure	\$2,761,575	\$2,862,395	\$100,820	3.7%
Net Before Internal Charges & Recoveries	\$2,761,575	\$2,862,395	\$100,820	3.7%
Internal Charges & Recoveries				
Internal Charges	\$1,000	\$1,100	\$100	10.0%
Internal Recoveries	(\$474,667)	(\$489,870)	(\$15,203)	3.2%
Total Internal Charges & Recoveries	(\$473,667)	(\$488,770)	(\$15,103)	3.2%
Net Budget	\$2,287,908	\$2,373,625	\$85,717	3.7%

Tax supported budget: Corporate Services

Year-over-year revenue and expenses



Expansions – none

Capital programs of work – none

Information Technology

The Information Technology (IT) department is responsible for the strategic and operational implementation of technology for the City. This work includes enterprise business systems, communications systems, networking and infrastructure. The IT department, through its five divisions, supports the deployment of innovative technology in order to deliver better public service.

Business Engagement

- Build and foster relationships with business partners in order to actively translate corporate technology initiatives, push continuous improvement and support the City's strategic adoption of technology

Corporate Applications

- Partner with departments to facilitate the ongoing evolution of critical information systems through strategic planning, process and functional review, lifecycle renewal, data integration and operational support

IT Service Desk

- Provide a customer-focused, single point of contact for IT services and support across the City
- Undertake requisitioning and support for corporate mobility and coordinates support, maintenance, and lifecycle for all corporate devices such as computers, phones and tablets

IT Infrastructure Operations

- Investigate and deploy new and innovative technology to realize corporate efficiencies while also ensuring the City's IT network, information and infrastructure is stable and accessible to users (community and employees)

Projects, Strategy and Digital

- Provide subject matter expertise in corporate data management, geographic information systems (GIS), project management, and online services in the form of front-line resolution to incidents, new service implementations and strategic planning

2017 initiatives

OUR SERVICES

- Implementation of after-hours level 1 IT support for employees working outside the regular business hours of Monday to Friday, 8:30 a.m. to 4:30 p.m. as well as providing online self-serve options to enhance the overall efficiency of service delivery

OUR RESOURCES

- Modernize the City's current business systems through various IT upgrades
- Continue building a digital systems business plan for the City to better serve staff and residents
- Implement Microsoft Office 365 corporately
- Implement new technologies, including mobility, and lifecycle management hardware to improve reliability and redundancy

Tax supported budget: Corporate Services

Financial information

This budget represents 2.09 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Information Technology	\$4,429,385	\$4,699,742	\$270,357	6.1%	99.4%	0.6%	0.0%

Explanation of Changes

Expenses

- \$288,500 increase in compensation due to economic increases and one approved expansion request – Corporate Mobility Specialist
- \$215,200 increase in consulting fees and software services; offset by \$152,000 reduction to reserve transfers
- \$77,000 increase in internal recoveries or program support recoveries

Tax supported budget: Corporate Services

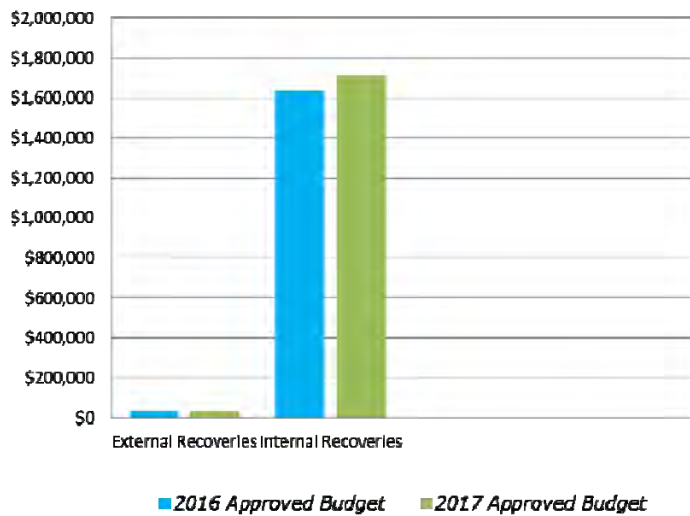
Budget trend (Information Technology)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
Product Sales	\$0	\$0	\$0	0.0%
External Recoveries	(\$30,000)	(\$30,000)	\$0	0.0%
Total Revenue	(\$30,000)	(\$30,000)	\$0	0.0%
Expenditure				
Salary, Wage & Benefits	\$4,162,820	\$4,451,302	\$288,482	6.9%
Purchased Goods	\$14,430	\$19,930	\$5,500	38.1%
Purchased Services	\$1,767,335	\$1,972,510	\$205,175	11.6%
Financial Expenses	\$0	\$0	\$0	0.0%
Total Expenditure	\$5,944,585	\$6,443,742	\$499,157	8.4%
Net Before Internal Charges & Recoveries	\$5,914,585	\$6,413,742	\$499,157	8.4%
Internal Charges & Recoveries				
Internal Charges	\$152,300	\$300	(\$152,000)	(99.8%)
Internal Recoveries	(\$1,637,500)	(\$1,714,300)	(\$76,800)	4.7%
Total Internal Charges & Recoveries	(\$1,485,200)	(\$1,714,000)	(\$228,800)	15.4%
Net Budget	\$4,429,385	\$4,699,742	\$270,357	6.1%

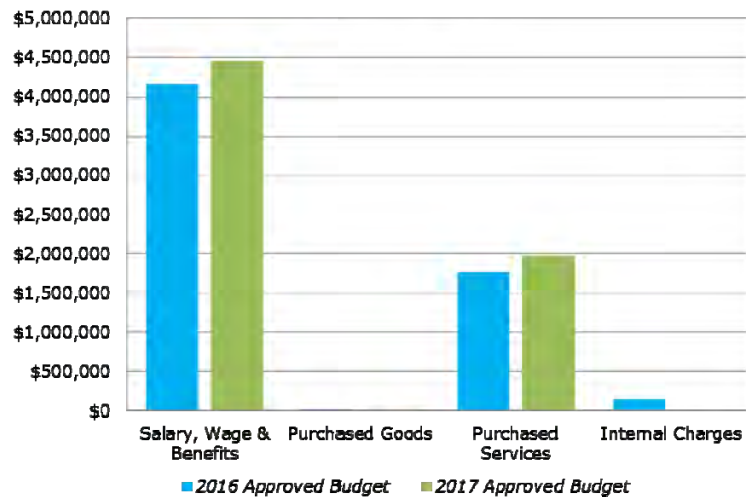
Tax supported budget: Corporate Services

Year-over-year revenue and expenses

Revenue



Expenditures



Expansions

- Corporate Mobility Specialist

Capital programs of work

- IT Innovation
- Vehicle & Equipment

Tax supported budget: Corporate Services

Project Management Office

The Project Management Office (PMO) supports successful execution of projects and service delivery throughout the City. Working with departments, the PMO is involved in activities such as major capital programs of work and service reviews.

Project Management

- Promote project management practices across the organization
- Facilitate project governance, risk management, consistent reporting and performance measurement across the organization

Business Process Management

- Supports the alignment of customer needs and city services
- Facilitates the continuous improvement of service delivery in areas such as effectiveness, efficiency, accountability, reliability, controls and risk

2017 initiatives

OUR RESOURCES

- Develop and facilitate the implementation of Complex Capital Project Risk Framework for Tier-1 projects and select Tier-2 projects
- Implement Business/Service Review Framework
- Conduct business/service reviews to examine service provision and service levels and guide the organization toward the most efficient and cost effective delivery of City services

OUR SERVICES

- Promote accountability and transparency through clear role definition, regular project meetings and collaborative status confirmation
- Provide regular reports, to stakeholder, on departmental activity including the City's large complex projects and business/service review outcomes

Financial information

This budget represents 0.23 per cent of the City's 2017 approved operating budget.

Year-over-year budget changes

	2016	2017	Yr/Yr Increase		Funding Sources (%)		
	Budget	Approved	(\$)	(%)	Tax Supported	User Fee	Grants
Project Management Office	\$169,395	\$510,575	\$341,180	201.4%	82.54%	17.46%	0.0%

Tax supported budget: Corporate Services

Explanation of changes

Revenue

- \$55,000 increased in Capital Labour Recoveries for temporary position funded from capital

Expenses

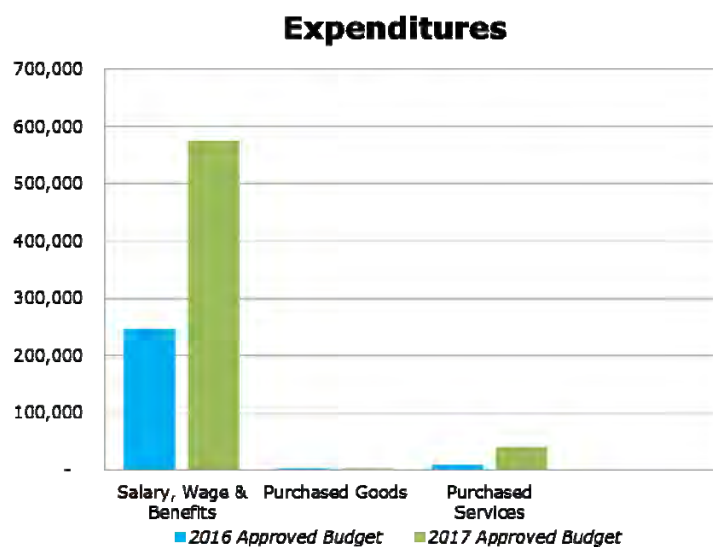
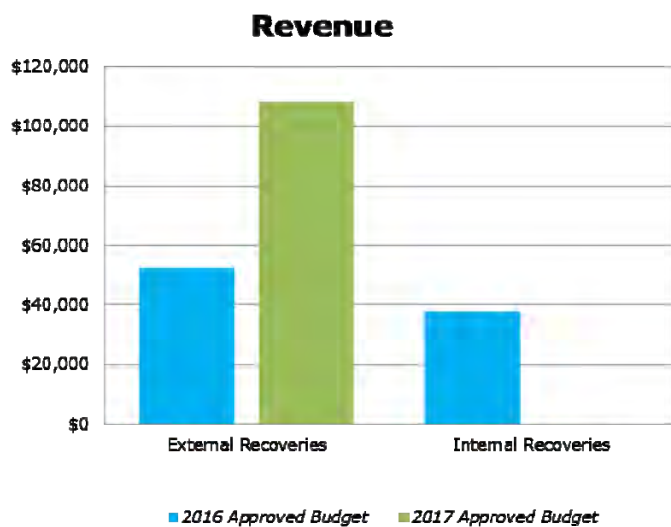
- \$327,000 compensation increase due to addition of a temporary position funded from capital and reallocation of staff
- \$28,000 purchased services increase for consulting work
- \$38,000 decrease in payroll recovery as PMO positions no longer funded through internal recoveries

Budget trend (Project Management Office)

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
External Recoveries	(\$52,400)	(\$108,000)	(\$55,600)	106.1%
Total Revenue	(\$52,400)	(\$108,000)	(\$55,600)	106.1%
Expenditure				
Salary, Wage & Benefits	\$247,720	\$575,200	\$327,480	132.2%
Purchased Goods	\$2,600	\$2,800	\$200	7.7%
Purchased Services	\$9,475	\$40,575	\$31,100	328.2%
Financial Expenses	\$0	\$0	\$0	0.0%
Total Expenditure	\$259,795	\$618,575	\$358,780	138.1%
Net Before Internal Charges & Recoveries	\$207,395	\$510,575	\$303,180	146.2%
Internal Charges & Recoveries				
Internal Charges	\$0	\$0	\$0	0.0%
Internal Recoveries	(\$38,000)	\$0	\$38,000	(100.0%)
Total Internal Charges & Recoveries	(\$38,000)	\$0	\$38,000	(100.0%)
Net Budget	\$169,395	\$510,575	\$341,180	201.4%

Tax supported budget: Corporate Services

Year-over-year revenue and expenses



Expansions

- Program Manager

Capital programs of work – none

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General and Capital Financing

General Revenues

The general revenues section of the City's operating budget relates to revenues generated outside a specific City department including:

- supplementary tax revenue generated from new properties and additions or improvements to existing properties
- payments in lieu of taxes (PIL's)
- interest revenue generated from the City's investment portfolio
- penalty revenue generated from property tax arrears

Year-over-year budget changes

	2016 Budget	2017 Approved Budget	Yr/Yr Increase (\$)	Yr/Yr Increase (%)
General Revenues	(\$224,841,553)	(\$234,986,095)	(\$10,144,542)	4.5%

Explanation of changes

- Increase of (\$10,640,000) to Property Tax in Lieu and general revenues
- Reduction of \$495,000 to Interest and penalties

Tax supported budget: General and Capital Financing

Budget trend

	2016 Approved Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
Taxation	(\$220,368,875)	(\$231,008,824)	(\$10,639,949)	4.8%
Interest & Penalties	(\$4,558,178)	(\$4,062,771)	\$495,407	(10.9%)
External Recoveries	\$0	\$0	\$0	0.0%
Total Revenue	(\$224,927,053)	(\$235,071,595)	(\$10,144,542)	4.5%
Expenditure				
School Board Transfers	\$0	\$0	\$0	0.0%
Other Transfers	\$0	\$0	\$0	0.0%
Financial Expenses	\$10,500	\$10,500	\$0	0.0%
Total Expenditure	\$10,500	\$10,500	\$0	0.0%
Net Before Internal Charges & Recoveries	(\$224,916,553)	(\$235,061,095)	(\$10,144,542)	4.5%
Internal Charges & Recoveries				
Internal Charges	\$75,000	\$75,000	\$0	0.0%
Total Internal Charges & Recoveries	\$75,000	\$75,000	\$0	0.0%
Net Budget	(\$224,841,553)	(\$234,986,095)	(\$10,144,542)	4.5%

Tax supported budget: General and Capital Financing

General Expenditures

Expenditures related to the City as a whole including but not limited to insurance, audit fees, assessment fees, tax write-offs and rebates are considered general expenditures.

Year-over-year budget changes

	2016 Budget	2017 Approved Budget	Yr/Yr Increase (\$)	Yr/Yr Increase (%)
General Expenditures	\$6,977,429	\$7,777,903	\$800,474	11.5%

Explanation of changes

- Increase of \$59,000 due to removal of ITC disbursement recoveries and reduction to special occasion permit
-
- Increase of \$74,300 in stormwater charge
- Reduction of \$146,650 in property, combined casualty and fleet insurance
- Increase of \$910,834 for union groups with no CBA
- Reduction of \$337,500 due to removal of Go/Metrolinx contribution
- Increase of \$150,000 due to taxes being written off

Tax supported budget: General and Capital Financing

Budget trend

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
User Fees & Service Charges	\$0	\$0	\$0	0.0%
Product Sales	(\$3,000)	(\$3,000)	\$0	0.0%
Licenses & Permits	(\$9,000)	\$0	\$9,000	(100.0%)
External Recoveries	(\$64,800)	(\$14,800)	\$50,000	(77.2%)
Grants	\$0	\$0	\$0	0.0%
Total Revenue	(\$76,800)	(\$17,800)	\$59,000	(76.8%)
Expenditure				
Salary, Wage & Benefits	\$543,100	\$561,480	\$18,380	3.4%
Purchased Goods	\$295,900	\$370,200	\$74,300	25.1%
Purchased Services	\$6,131,149	\$6,826,733	\$695,584	11.3%
Government Transfers	\$2,004,040	\$1,681,540	(\$322,500)	(16.1%)
Other Transfers	\$51,000	\$42,500	(\$8,500)	(16.7%)
Financial Expenses	\$2,452,000	\$2,602,000	\$150,000	6.1%
Total Expenditure	\$11,477,189	\$12,084,453	\$607,264	5.3%
Net Before Internal Charges & Recoveries	\$11,400,389	\$12,066,653	\$666,264	5.8%
Internal Charges & Recoveries				
Internal Charges	\$1,134,100	\$1,141,200	\$7,100	0.6%
Internal Recoveries	(\$5,557,060)	(\$5,429,950)	\$127,110	(2.3%)
Total Internal Charges & Recoveries	(\$4,422,960)	(\$4,288,750)	\$134,210	(3.0%)
Net Budget	\$6,977,429	\$7,777,903	\$800,474	11.5%

Capital Financing

This section includes debt servicing costs (principal and interest) associated with Council-approved capital projects, and the current year cash contributions to reserves to fund current and future capital projects—determined by the City's guideline stating the amount of funding allocated to debt servicing costs and City reserves cannot exceed 20 per cent of the prior year's net tax levy.

Year-over-year budget changes

	2016 Budget	2017 Approved Budget	Yr/Yr Increase (\$)	Yr/Yr Increase (%)
Capital Financing	\$24,472,395	\$25,465,241	\$992,846	4.1%

Explanation of changes

- Increase of \$992,846 which is the result of moving the Provincial Gas Tax from Transit operating to Capital net of year-to-year adjustment

Budget trend

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue				
External Recoveries	(\$1,116,000)	(\$1,116,000)	\$0	0.0%
Grants	\$0	(\$10,230,000)	(\$10,230,000)	0.0%
Total Revenue	(\$1,116,000)	(\$11,346,000)	(\$10,230,000)	916.7%
Expenditure				
Salary, Wage & Benefits	\$0	\$0	\$0	0.0%
Purchased Goods	\$0	\$0	\$0	0.0%
Purchased Services	\$0	\$0	\$0	0.0%
Long Term Debt Charges	\$10,904,770	\$13,175,450	\$2,270,680	20.8%
Financial Expenses	\$5,700	\$5,700	\$0	0.0%
Total Expenditure	\$10,910,470	\$13,181,150	\$2,270,680	20.8%
Net Before Internal Charges & Recoveries	\$9,794,470	\$1,835,150	(\$7,959,320)	(81.3%)
Internal Charges & Recoveries				
Internal Charges	\$15,075,000	\$35,287,241	\$20,212,241	134.1%
Internal Recoveries	(\$397,075)	(\$11,657,150)	(\$11,260,075)	2,835.8%
Total Internal Charges & Recoveries	\$14,677,925	\$23,630,091	\$8,952,166	61.0%
Net Budget	\$24,472,395	\$25,465,241	\$992,846	4.1%

City Grants

This section reflects contributions to fund the City's obligations related to the tax increment based grant program. This program promotes redevelopment of brownfield, heritage and downtown properties that meet specific criteria.

Year-over-year budget changes

	2016 Budget	2017 Approved Budget	Yr/Yr Increase (\$)	Yr/Yr Increase (%)
Grants	\$2,206,700	\$2,437,700	\$231,000	10.47%

Explanation of changes

- Increase of \$231,000 for TIBG Program

Budget trend

	2016 Budget	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue	\$0	\$0	\$0	
Total Revenue	\$0	\$0	\$0	0.0%
Expenditure				
Purchased Goods	\$0	\$0	\$0	0.0%
Purchased Services	\$0	\$0	\$0	0.0%
Other Transfers	\$16,700	\$16,700	\$0	0.0%
Total Expenditure	\$16,700	\$16,700	\$0	0.0%
Net Before Internal Charges & Recoveries	\$16,700	\$16,700	\$0	0.0%
Internal Charges & Recoveries				
Internal Charges	\$2,190,000	\$2,421,000	\$231,000	10.5%
Total Internal Charges & Recoveries	\$2,190,000	\$2,421,000	\$231,000	10.5%
Net Budget	\$2,206,700	\$2,437,700	\$231,000	10.5%

User Fees

Note: Third party vendors may apply an additional fee for credit card and online payments.

Department and User Fees Type	HST Status (T= Taxable) (E= Exempt)	2016 Fees	HST Included (Yes / No)	2016 Fees Effective Until	2017 Fees	HST Included (Yes / No)	% Increase / (Decrease)	2017 Fees Effective From	Acceptable Method of Payment
PUBLIC SERVICES									
AQUATICS AND ACTIVE LIVING PROGRAMS									
<u>Admissions, Passes and Memberships</u>		-							
<u>General Rates</u>									
Daily Exercise & Swim Pass (Daytime) Pay-As-You-Go Adult 18+	T	\$11.29	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Daily Exercise Room Pass (Daytime) Pay-As-You-Go Adult 18+	T	\$6.28	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
10 Visit Fitness Pass (punch card), Buy 10, pay for 9	T	\$56.52	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Active Living Pass</u>									
Active Pass Adult - 6 month (Exercise Room, Sauna and Pool)	T	\$278.15	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Active Pass Senior/Student - 6 month (Exercise Room, Sauna and Pool)	T	\$221.93	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Active Pass Adult - 1 year (Exercise Room, Sauna and Pool)	T	\$468.52	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Active Pass Senior/Student - 1 year (Exercise Room, Sauna and Pool)	T	\$374.81	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Recreational Passes</u>									
(includes Public/leisure/family/recreational/therapeutic/Womens only swims, Public and Tiny Tot skates)									

Tax supported budget: User Fees

Day Pass - Child/Youth/Senior	T	\$0.00	No		\$10.40	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Day Pass - Adult	T	\$0.00	No		\$13.00	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
3 Month Pass - Child/Youth/Senior	T	\$0.00	No		\$81.60	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
3 Month Pass - Adult	T	\$0.00	No		\$102.00	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
12 Month Pass - Child/Youth/Senior	T	\$0.00	No		\$244.60	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
12 Month Pass - Adult	T	\$0.00	No		\$306.00	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Fitness Pass</u>									
(includes all recreational, lane/fitness swims, aquafit, aquatic rehab, movement enhancement, shinny, designated drop-in programs)									
3 Month Pass - Senior/Approved Youth	T	\$0.00	No		\$132.60	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
3 Month Pass - Adult	T	\$0.00	No		\$165.75	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
12 Month Pass - Senior/Approved Youth	T	\$0.00	No		\$397.80	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
12 Month Pass - Adult	T	\$0.00	No		\$497.25	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Personal Training</u>									
Fitness Assessment	T	\$69.79	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Fitness Assessment - Non Pass Holder (1 hour fitness assessment)	T	\$83.83	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Personal Training - Pass Holder (1 hour session with personal trainer)	T	\$49.32	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Personal Training - Non Pass Holder (1 hour session with personal trainer)	T	\$62.63	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Heart Rate monitors	E	\$ 2.00	No	March 31, 2017	\$2.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Open Gym Time	T	\$5.75	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Public Swimming (Victor Davis, WERC, Centennial & Lyons Pools)</u>									

Tax supported budget: User Fees

Youth	T	\$ 2.57	No	March 31, 2017	\$3.20	No	24.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Seniors (55 plus)	T	\$3.20	No	March 31, 2017	\$3.20	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adults	T	\$3.95	No	March 31, 2017	\$4.00	No	1.3%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Family (maximum 6 min 1 adult, max 2 adult)	T	\$ 10.09	No	March 31, 2017	\$12.00	No	18.9%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Seasonal Swim Membership (valid for public swim at all pools July 1- Labour Day)	T	\$32.00	No	March 31, 2017	\$32.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Tots - 0-3 years incl. (when accompanied by a paying adult)	E	FREE	No	March 31, 2017	FREE	No	0.0%	April 1, 2017	FREE
<u>10 Visit Pass</u>									
Youth	T	\$23.17	No	March 31, 2017	\$28.80	No	24.3%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Senior	T	\$28.65	No	March 31, 2017	\$28.80	No	0.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adult	T	\$35.81	No	March 31, 2017	\$36.00	No	0.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>20 Visit Pass</u>									
Youth	T	\$45.08	No	March 31, 2017	\$54.40	No	20.7%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Senior	T	\$69.77	No	March 31, 2017	\$54.40	No	(22.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adult	T	\$55.69	No	March 31, 2017	\$68.00	No	22.1%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Book of 40 Tickets</u>									
Youth	T	\$87.54	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Senior	T	\$108.22	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adult	T	\$135.29	No	March 31, 2017	\$0.00	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Aquafit - Adult - 1 visit	T	\$6.15	No	March 31, 2017	\$6.50	No	5.7%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Aquafit - Adult - 10 visits	T	\$55.39	No	March 31, 2017	\$58.50	No	5.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Aquafit - Adult - 20 visits	T	\$104.62	No	March 31, 2017	\$110.50	No	5.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Aquafit - Adult - 40 visits	T	\$196.94	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Aquafit- Adult 1 month	T	\$85.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Aquafit- Senior 1 visit	T	\$5.02	No	March 31, 2017	\$5.20	No	3.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

AquaFit- Senior 10 visits	T	\$45.19	No	March 31, 2017	\$46.80	No	3.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
AquaFit- Senior 20 visits	T	\$85.35	No	March 31, 2017	\$88.40	No	3.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
AquaFit- Senior 40 visits	T	\$160.67	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
AquaFit- Senior 1 month	T	\$72.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis/Rehab - 1 visit - Adult	T	\$5.32	No	March 31, 2017	\$6.50	No	22.2%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis/Rehab - 1 visit - Senior	T	\$-	No	March 31, 2017	\$5.20	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis/Rehab - 10 visits - Adult	T	\$47.92	No	March 31, 2017	\$58.50	No	22.1%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis/Rehab - 10 visits - Senior	T	\$-	No	March 31, 2017	\$46.80	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis/Rehab - 20 visits - Adult	T	\$90.50	No	March 31, 2017	\$110.50	No	22.1%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis/Rehab - 20 visits - Senior	T	\$-	No	March 31, 2017	\$88.40	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis/Rehab - 40 visits	T	\$170.37	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arthritis Rehab Pass - 3 month	T	\$135.92	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Public Ice Skating / Admissions</u>									
Children & Youth to 17 years incl.	T	\$3.20	No	March 31, 2017	\$3.20	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adult	T	\$3.95	No	March 31, 2017	\$4.00	No	1.3%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Family (maximum 6 min 1 adult, max 2 adult)	T	\$10.77	No	March 31, 2017	\$12.00	No	11.4%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Seniors	T	\$3.25	No	March 31, 2017	\$3.20	No	(1.5%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Seniors Ice Skating	T	\$1.13	No	March 31, 2017	\$0	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Tots - 0-3 years incl. (when accompanied by a paying adult)	T	\$-	No	March 31, 2017	\$0	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Book of 10 tickets</u>									
Children & Youth to 17 years incl.	T	\$26.13	No	March 31, 2017	\$28.80	No	10.2%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adult	T	\$35.51	No	March 31, 2017	\$36.00	No	1.4%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Seniors	T	\$29.59	No	March 31, 2017	\$28.80	No	(2.7%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Shinny Hockey - Adult	T	\$7.00	No	March 31, 2017	\$6.50	No	(7.1%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Shinny Hockey - Senior	T	\$-	No	March 31, 2017	\$5.20	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Shinny Pass - 10 Visits - Adult	T	\$60.70	No	March 31, 2017	\$58.50	No	(3.6%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Shinny Pass - 10 Visits - Senior	T	\$-	No	March 31, 2017	\$46.80	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Shinny Pass - 20 visits - Adult	T	\$-	No	March 31, 2017	\$110.50	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Shinny Pass - 20 visits - Senior	T	\$-	No	March 31, 2017	\$88.40	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>PROGRAMS</u>									
<u>Active Living Programs</u>									
Active Living land classes (per session)	T	\$10.58	No	March 31, 2017	\$10.74	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Youth / Teen (13 to 18 years of age inclusive)</u>									
All Dance Programs - per class	T	\$7.30	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Chess for Kids - per class	T	\$14.83	No	March 31, 2017	\$15.05	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Friday Friends Drop In - per night	T	\$7.97	No	March 31, 2017	\$8.83	No	10.8%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Friday Friends - per class	T	\$-	No	March 31, 2017	\$7.97	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Junior Theatre - per class	T	\$12.85	No	March 31, 2017	\$13.04	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Learn to Skate - per class	T	\$9.25	No	March 31, 2017	\$9.39	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Teen Pottery - per class	T	\$16.80	No	March 31, 2017	\$17.05	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
MB - Daily Discoveries (Wecc) - per day	T	\$37.00	No	March 31, 2017	\$37.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
MB - Daily Discoveries (Wecc) - per week	T	\$158.55	No	March 31, 2017	\$167.00	No	5.3%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
MB - Sports N' Swim (Vrrc) - per week	T	\$158.55	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
MB - Museum Camp (Civic) - per week	T	\$158.55	No	March 31, 2017	\$167.00	No	5.3%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Mini-tennis Lessons - April - Royal City Tennis Club - per course	T	\$150.39	No	March 31, 2017	\$152.65	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Mini-Tennis Lessons - May to August (St. George's, Exhibition or Margaret Greene) - per course	T	\$84.61	No	March 31, 2017	\$85.88	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Youth Fencing (Beginners) - per class	T	\$18.69	No	March 31, 2017	\$18.97	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Youth Fencing (Advanced) - per class	T	\$18.69	No	March 31, 2017	\$18.97	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Home Alone Safety Course - per course	T	\$65.00	No	March 31, 2017	\$65.98	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Improv 1	T	\$109.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Improv 2	T	\$109.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Slacklining	T	\$99.00	No	March 31, 2017	\$110.64	No	11.8%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Miss Media	T	\$99.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Pin-there-done-that	T	\$99.00	No	March 31, 2017	\$110.64	No	11.8%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Young Leaders	T	\$99.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Hand Drumming	T	\$139.00	No	March 31, 2017	\$171.54	No	23.4%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Stand Up Comedy	T	\$109.00	No	March 31, 2017	\$130.94	No	20.1%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Girl Power Fitness	T	\$105.20	No	March 31, 2017	\$106.78	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Cook, Bake, Eat, Repeat	T	\$129.00	No	March 31, 2017	\$130.94	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Focus Photography	T	\$109.00	No	March 31, 2017	\$110.64	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Boot Camp - Girls Only	T	\$99.00	No	March 31, 2017	\$100.49	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Child (3 to 12 years of age inclusive)</u>									
Preschool Programs - per class	E	\$10.69	No	March 31, 2017	\$10.85	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
All Dance Programs - per class	E	\$7.30	No	March 31, 2017	\$7.41	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Amazing Art - per class	E	\$9.38	No	March 31, 2017	\$9.52	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Archery - per class	E	\$13.52	No	March 31, 2017	\$13.72	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Badminton (Wecc) - per class	E	\$7.25	No	March 31, 2017	\$7.36	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Cartooning	E	\$-	No	March 31, 2017	\$7.50	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Family Yoga - per class	E	\$11.60	No	March 31, 2017	\$11.77	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Ball Hockey - per class	E	\$7.16	No	March 31, 2017	\$7.27	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Jr. Eco Club - per class	E	\$-	No	March 31, 2017	\$7.38	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kids 'N Clay - per class	E	\$16.80	No	March 31, 2017	\$17.05	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kids, Clay and You Too! - per class	E	\$42.45	No	March 31, 2017	\$43.09	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kinder Theatre - per class	E	\$12.85	No	March 31, 2017	\$13.04	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Mess Makers - per class	E	\$-	No	March 31, 2017	\$5.40	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Preschool Drop In - per class	E	\$3.50	No	March 31, 2017	\$3.55	No	1.4%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Fun Sundays - per class	E	\$12.50	No	March 31, 2017	\$12.69	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Holiday Kids Workshops - per class	E	\$14.00	No	March 31, 2017	\$14.21	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Sportball - per Class	E	\$17.71	No	March 31, 2017	\$17.98	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Active Adventures - per class - NEW	E	\$-	No	March 31, 2017	\$18.00	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Karate - per class	E	\$8.47	No	March 31, 2017	\$8.60	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
-									
<u>Adult (19 to 55 years of age inclusive)</u>									
Adult tennis Lesson - May to August - St. George's, Exhibition or Margaret Greene	T	\$115.83	No	March 31, 2017	\$117.57	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adult Tennis Lessons - Sept - April - Royal CityTennis Courts	T	\$162.46	No	March 31, 2017	\$164.90	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Badminton (Evergreen) - per class	T	\$8.81	No	March 31, 2017	\$8.94	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Fencing - per class	T	\$21.13	No	March 31, 2017	\$21.45	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Learn to Skate - per class	T	\$13.11	No	March 31, 2017	\$13.31	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Pottery Adult Combined Wheel and Handbuilding - per class	T	\$19.00	No	March 31, 2017	\$19.29	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Pottery on the Wheel - per class	T	\$19.00	No	March 31, 2017	\$19.29	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Pottery Open Studio/Guild - per hour	T	\$5.00	No	March 31, 2017	\$5.08	No	1.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Summer Camp (Child, Youth / Teen)</u>									
Daily Discoveries - Full week	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Daily Discoveries - Short week	T	\$134.00	No	March 31, 2017	\$136.01	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Daily Discoveries - per day	T	\$37.00	No	March 31, 2017	\$37.56	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kiddie Camp - Full week	T	\$150.00	No	March 31, 2017	\$152.25	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kiddie Camp - Short week	T	\$120.00	No	March 31, 2017	\$121.80	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kiddie Camp - Half days Full week	T	\$95.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kiddie Camp - Half days Short week	T	\$76.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Sport & Fun Week	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Museum Camp - Full week	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Girls Week - Sull week	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Girls Week - Short week	T	\$134.00	No	March 31, 2017	\$136.01	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Leader-in-Training/Development - Full week	T	\$150.00	No	March 31, 2017	\$152.25	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Sherwood Forest Camp - Full week	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Sherwood Forest Camp - Short week	T	\$134.00	No	March 31, 2017	\$136.01	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Arts Unlimited - Full week	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Arts Unlimited - Short week	T	\$134.00	No	March 31, 2017	\$136.01	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Youth on the Move - Full week	T	\$218.00	No	March 31, 2017	\$221.27	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Youth on the Move - Short week	T	\$174.00	No	March 31, 2017	\$176.61	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Extreme Adventure Camp	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Camp Comedy	T	\$167.00	No	March 31, 2017	\$169.51	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Late pick up fee (initial 15 minutes)	T	\$5.00	No	March 31, 2017	\$5.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Late pick up fee (each 5 minutes after initial 15 minutes)	T	\$3.00	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Pool Programs (per class)</u>									
30 min lessons - Learn to Swim (All pre-school and Swim Kids 1-4)	E	\$7.24	No	March 31, 2017	\$7.34	No	1.4%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
45 min lessons - Learn to swim (Swim Kids 5, 6, Family A,B,C)	E	\$7.73	No	March 31, 2017	\$7.85	No	1.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
60 min lessons - Learn to Swim (Swim Kids 7, 8, 9, 10, Swim Patrol)	E	\$8.68	No	March 31, 2017	\$8.81	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Teen	E	\$8.86	No	March 31, 2017	\$8.99	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Adult	T	\$9.16	No	March 31, 2017	\$9.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Private - 1 time 30 min	E	\$-	No	March 31, 2017	\$-	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Private per class (One to one instruction)	E	\$22.77	No	March 31, 2017	\$23.11	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Private - Semi (rate is per participants) rename to H2O	E	\$15.88	No	March 31, 2017	\$16.12	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Private - Special Needs	E	\$13.70	No	March 31, 2017	\$20.99	No	53.2%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
H30 (Three to one ratio)	E	\$13.31	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Diaper Fit	T	\$8.65	No	March 31, 2017	\$8.78	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Diving	T	\$9.07	No	March 31, 2017	\$9.21	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Leadership Programs</u>									
Advanced Inst/Examiners (per course)	T	\$63.88	No	March 31, 2017	\$64.84	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
AST (per course)	T	\$123.58	No	March 31, 2017	\$125.44	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Bronze Cross (per course)	T	\$145.82	No	March 31, 2017	\$148.01	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Bronze Medallion (per course)	T	\$162.02	No	March 31, 2017	\$164.45	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Bronze Star -per class	T	\$11.02	No	March 31, 2017	\$11.19	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
First Aid & AED (per course) *	T	\$140.13	No	March 31, 2017	\$142.23	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
First Aid Recert with AED (per course)	T	\$83.44	No	March 31, 2017	\$84.00	No	0.7%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
LSS Instructors (per course) *	T	\$146.87	No	March 31, 2017	\$149.07	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
LSS Instructors & Swim (per course)	T	\$-	No	March 31, 2017	\$253.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
National Lifeguard (per course) *	T	\$232.20	No	March 31, 2017	\$235.69	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
NLS Recert (per course) *	T	\$89.55	No	March 31, 2017	\$90.90	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
RC Instructor Recert (per course) *	T	\$83.01	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
RC Instructors (per course) *	T	\$146.96	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Red Cross Assistant Water Safety Instructors (per course) *	T	\$153.29	No	March 31, 2017	\$-	No	(100.0%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Assistant Instructors & High Five (pe course)	T	\$-	No	March 31, 2017	\$195.00	No	NEW	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Seniors Recreation Programs / Courses (Members / Non-Member)</u>									
An extra fee applies to non-GWSA members for all programs	T	\$10.00	No	March 31, 2017	\$15.00	No	50.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
PLEASE NOTE: The rates for 2017 have been changed to reflect the cost per class, as each session, the same program may be offered for fewer or additional weeks. This is to better reflect the true cost of the seniors programs.									
Acrylic Painting	T	\$13.75	No	March 31, 2017	\$13.95	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers- Getting Started - All Levels	T	\$16.07	No	March 31, 2017	\$16.31	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers - Powerpoint	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers - Purchasing a New Computer	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers - Excel	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers - Word	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Drawing - Level 2	T	\$12.50	No	March 31, 2017	\$12.69	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Painting with Pastels	T	\$15.62	No	March 31, 2017	\$15.85	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Pilates	T	\$7.27	No	March 31, 2017	\$7.38	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Qi Gong (Chi Kung)	T	\$6.35	No	March 31, 2017	\$6.44	No	1.4%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Qi Gong - Level 2	T	\$4.40	No	March 31, 2017	\$4.47	No	1.6%	April 1, 2017	Cash, Cheque, Debit,

Tax supported budget: User Fees

									Visa, MC, Amex
Strength Training - Advanced/Intermediate/Beginner	T	\$6.00	No	March 31, 2017	\$6.09	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Tai Chi - Beginners, Intermediate, Advanced	T	\$7.78	No	March 31, 2017	\$7.90	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Water Colour - Level I	T	\$6.00	No	March 31, 2017	\$6.09	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Gentle Yoga	T	\$7.00	No	March 31, 2017	\$7.10	No	1.4%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Cardio Dance	T	\$6.50	No	March 31, 2017	\$6.60	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Drop in Fitness Classes	T	\$6.00	No	March 31, 2017	\$6.09	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers Smartphones (4 types) - new	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers - Digital Camera classes	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Antique Discovery	T	\$5.00	No	March 31, 2017	\$5.08	No	1.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Computers keep it running smoothly	T	\$7.00	No	March 31, 2017	\$7.11	No	1.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Piano	T	\$19.50	No	March 31, 2017	\$19.79	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Travel Insurance	T	\$5.00	No	March 31, 2017	\$5.08	No	1.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Advanced Water Colour	T	\$14.00	No	March 31, 2017	\$14.21	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Celtic dance	T	\$6.50	No	March 31, 2017	\$6.60	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Oil painting	T	\$14.00	No	March 31, 2017	\$14.21	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Internet/Computer workshops	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Chair yoga	T	\$7.00	No	March 31, 2017	\$7.11	No	1.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Retire in style	T	\$78.75	No	March 31, 2017	\$75.93	No	(3.6%)	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Attic treasures/Community craft sale	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Minds in motion	T	\$5.00	No	March 31, 2017	\$5.08	No	1.6%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
ipad tablet	T	\$18.75	No	March 31, 2017	\$19.03	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
android tablet private lessons	T	\$30.00	No	March 31, 2017	\$30.45	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
File Management workshop	T	\$20.00	No	March 31, 2017	\$20.30	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
55 + ballroom dance	T	\$6.50	No	March 31, 2017	\$6.60	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
walking class	T	\$6.00	No	March 31, 2017	\$6.09	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
men's strength and movement	T	\$6.00	No	March 31, 2017	\$6.09	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
strength and balance	T	\$6.50	No	March 31, 2017	\$6.60	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
total body conditioning	T	\$6.00	No	March 31, 2017	\$6.09	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Cooking class - taste of Italy (one day)	T	\$-	No	March 31, 2017	\$35.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Cooking class - mens cooking (6 week)	T	\$-	No	March 31, 2017	\$15.00/class	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
cooking class - baking galore (one day)	T	\$-	No	March 31, 2017	\$10.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
cooking class - pizza pizazz (children - one day)	T	\$-	No	March 31, 2017	\$25.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
cooking class - taste of Greece (one day)	T	\$-	No	March 31, 2017	\$35.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
cooking class - cupcake and cards (one day)	T	\$-	No	March 31, 2017	\$15.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
making a scene (12 weeks)	T	\$-	No	March 31, 2017	\$11.25/class	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
salsa dancing (full session)	T	\$-	No	March 31, 2017	\$6.50	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
total mat class	T	\$-	No	March 31, 2017	\$6.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
portrait drawing and painting	T	\$-	No	March 31, 2017	\$13.75	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>FACILITY RENTALS</u>									
<u>Administrative and Extra Fees (Staffing, Amenities, etc) - Subsidies do not apply.</u>									
Administration Booking Fee - League/Club rate for the season - applied to pool, arena, dry pad and sports field seasonal rentals.	E	\$229.30	No	December 31, 2016	\$279.48	No	21.9%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Administration Booking Fee - team rate per season - applied to pool, arena, dry pad and sports field seasonal rentals.	E	\$46.58	No	December 31, 2016	\$46.58	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Administration Fee	E	\$40.00	No	December 31, 2016	\$40.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Parking Lot Rental - designated areas subject to approval and availability</u>									
1-60 Parking spaces hourly	T	\$45.00	No	December 31, 2016	\$45.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
60-100 spaces hourly	T	\$75.00	No	December 31, 2016	\$75.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
100-200 spaces hourly	T	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
200+ spaces hourly	T	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Additional Dressing Rooms - where available</u>									

Tax supported budget: User Fees

Arenas/dry pads - per hour	T	\$16.50	No	March 31, 2017	\$16.50	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Parks - per hour (excl. Hastings Stadium and Centennial Encl)	T	\$9.73	No	March 31, 2017	\$9.73	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Concession Space (Exhibition, Centennial, Victoria arenas, Guelph Lake Sports fields) - daily rate up to 8 hours.	T	\$57.75	No	March 31, 2017	\$60.64	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Projector/Screen per day	T	\$35.00	No	December 31, 2016	\$-	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Electrical Access Fees - daily rate or as metered where available</u>									
Access to 110v outlet at recreation/community centres and stand-alone panels at Riverside Park	T	\$61.33	No	December 31, 2016	\$66.85	No	9.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Access to enhanced electrical power (additional staffing fees may apply)	T	\$122.66	No	December 31, 2016	\$133.70	No	9.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Vendor Fee	T	\$-\$	No	December 31, 2016	\$20.00	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Facility Subsidy and Surcharges</u>									
Facility Subsidy - 47.5% surcharge Applied to Community and Recreation Centre Facilities(pool, room, arena, gym, sports fields) fees only for approved Youth, School and Groups for Persons with Disabilities as outlined in applicable policies.									
Commercial Rates - 12.5% surcharge Applied to Communtiy and Rrecreation Centre Facilities facility (pool, room, arena, gym, sports fields) costs for commercial activities (with the exception of approved non-profit groups.									
Non-Resident Rates - 15% surcharge Applied to accounts with an address outside of City of Guelph limits.									
<u>Pools Rental - Per hour rates</u>									
(Note - Rental Rates do not include mandatory City aquatic supervision) No Subsidies apply									
Supervisor (per hour) Mandatory	T	\$19.73	No	August 31, 2017	\$-	No	(100.0%)	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Instructor (per hour)	T	\$16.03	No	August 31, 2017	\$17.52	No	9.3%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Lifeguard (per hour)(Mandatory)	T	\$16.03	No	August 31, 2017	\$16.27	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Pool Rental</u>									
1 Lane	T	\$18.41	No	August 31, 2017	\$23.70	No	28.7%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Half Pool	T	\$36.82	No	August 31, 2017	\$47.39	No	28.7%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
25 meter pool/leisure pool	T	\$110.47	No	August 31, 2017	\$132.16	No	19.6%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
50 meter pool	T	\$147.95	No	August 31, 2017	\$170.20	No	15.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Therapy/Teaching Pool/Lyon 1/2 Pool	T	\$49.32	No	August 31, 2017	\$70.09	No	42.1%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Aquatic Centre (3 pools)	T	\$270.26	No	August 31, 2017	\$294.34	No	8.9%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Meeting Rooms and Halls - Per Hour rates</u>									
<u>West End Community Centre</u>									
Community Room #2 Capacity - 60 people	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Lions Lair Room #3 Capacity - 60 people	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Gym Capacity - 600 people	T	\$50.00	No	August 31, 2017	\$50.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Kitchen	T	\$15.00	No	August 31, 2017	\$15.25	No	1.7%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Lounge	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Patio	T	\$20.00	No	August 31, 2017	\$20.50	No	2.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Victoria Road Recreation Center (No kitchen facilities available)</u>									
Meeting/Conference Rooms	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
-	-								
<u>Clair Road Emergency Services Centre</u>									
Settlers Room	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Evergreen Seniors Centre</u>									
Auditorium/Gym	T	\$50.00	No	August 31, 2017	\$50.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Room 1 (Computer Room-minimum 2 hours rental) PLUS computer rental to GWSA	T	\$30.00	No	August 31, 2017	\$30.45	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Room 2	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Room 3	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Room 4	T	\$35.00	No	August 31, 2017	\$35.53	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Boardroom	T	\$30.00	No	August 31, 2017	\$30.45	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Lounge	T	\$30.00	No	August 31, 2017	\$30.45	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Dining Room	T	\$30.00	No	August 31, 2017	\$30.45	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Health Room	T	\$25.00	No	August 31, 2017	\$25.37	No	1.5%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Arena Rentals (Centennial, Exhibition, Victoria, West End)</u>									
<u>Arenas Ice - per hour rates (Exhibition, Centennial, WECC, VRRRC)</u>									
*Basic Hourly Ice Rental (includes 50 minute usage and 10 minute ice re-surfacing):									
Prime Time -Mon-Frii 6-8am and after 4 pm and weekends (September 1 to April 15)	T	\$257.23	No	August 31, 2017	\$257.23	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Non prime-time (group rate, Mon-Fri, 8am to 4pm) (September 1 to April 15)	T	\$135.04	No	August 31, 2017	\$135.04	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Non prime-time (single skater rate, max 4 people, Mon-Fri 8am-4pm, Sept 1-April 15, per person/hour) Available at Centennial and Exhibition arenas only	T	\$30.90	No	August 31, 2017	\$30.90	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Summer season (for all users and at all times)	T	\$257.23	No	April 15, 2017	\$257.23	No	0.0%	April 16, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Ice and dressing room: up to 49 skaters (school use only)	T	\$87.04	No	August 31, 2017	\$87.04	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Ice and dressing room: 50 plus skaters (school use only)	T	\$112.17	No	August 31, 2017	\$112.17	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Arenas - per hour rates</u>									
Part-time labour and other services extra if required (skate patrols)	T	\$16.75	No	December 31, 2016	\$16.75	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Arena floor per hour summer rate:</u>									

Tax supported budget: User Fees

Adult - April 16 to August 31	T	\$120.88	No	March 31, 2017	\$120.88	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Special Events:</u> (Rates apply only to facility rental - services provided at extra cost)									
Event rate - daily rate (7am-11pm)	T	\$2,099.26	No	March 31, 2017	\$2,099.26	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Arenas - per hour rates</u>									
Clean up fee (if clean up required is beyond normal considerations)	T	\$55.25	No	December 31, 2016	\$56.08	No	1.5%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Parks and Open Space</u>									
Facility Subsidy - 47.5% Applied to Community and Recreation Centre Facilities(pool, room, arena, gym, sports fields) fees only for approved Youth, School and Groups for Persons with Disabilities as outlined in applicable policies.									
Commercial Rates - 12.5% surcharge Applied to Community and Recreation Centre Facilities facility (pool, room, arena, gym, sports fields) costs for commercial activities (with the exception of approved non-profit groups.									
Non-Resident Rates - 15% surcharge									
Applied to accounts with an address outside of City of Guelph limits									
Administration Fee	E	\$40.00	No	December 31, 2016	\$40.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Class AA Facilities (incl dressing rooms, where available, lining and dragging)</u> Hourly rate									
Centennial Soccer Enclosure	T	\$50.13	No	March 31, 2017	\$50.13	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Hastings Stadium	T	\$44.56	No	March 31, 2017	\$50.13	No	12.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Eastview Soccer/Football (no dressing facility) -new	T	\$38.85	No	March 31, 2017	\$44.56	No	14.7%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Class A Facilities Hourly</u>									

Tax supported budget: User Fees

Guelph Lake GG1,GG2,GG3 (irrigated) Subsidies do not apply	T	\$25.00	No	March 31, 2017	\$25.75	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Guelph Lake GG4, GG5,GG6,GG7 (not irrigated) Subsidies do not apply	T	\$19.00	No	March 31, 2017	\$19.57	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
LP1, LP2 (irrigated)	T	\$21.00	No	March 31, 2017	\$21.63	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
LP3 (irrigated field includes score board and press box)	T	\$21.00	No	March 31, 2017	\$21.63	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Exhibition A1	T	\$19.00	No	March 31, 2017	\$19.57	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Joe Kaine C7	T	\$15.00	No	March 31, 2017	\$15.45	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Lyons D2	T	\$15.00	No	March 31, 2017	\$15.45	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Castlebury (irrigated)	T	\$19.64	No	March 31, 2017	\$20.23	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Silvercreek (irrigated)	T	\$19.64	No	March 31, 2017	\$20.23	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Exhibition A3 Football	T	\$19.64	No	March 31, 2017	\$20.23	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Class B Facilities</u>									
Baseball, Softball, Cricket, Soccer, Combination Fields, Multi-sport	T	\$12.50	No	March 31, 2017	\$12.88	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Other Facilities</u>									
Volleyball, Basketball, Tennis, and Parkland open space	T	\$12.50	No	March 31, 2017	\$12.88	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Lighted facilities - light charges per hour - Subsidies do not apply</u>									
Lyon Park, Guelph Lake, Exhibition A1, Joe Kaine C7, Larry Pearson Diamonds	T	\$15.58	No	March 31, 2017	\$16.98	No	9.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Hastings Stadium, Centennial Soccer Bowl, Eastview Football and Soccer	T	\$20.26	No	March 31, 2017	\$20.87	No	3.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Other Facility Fees - Subsidies do not apply									
Refundable Key Deposit - per key	T	\$20-\$100	No	March 31, 2017	\$20-\$100	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

<u>Field / Diamond Preparation: flat rate - Subsidies do not apply</u>									
Grooming of any diamond	T	\$73.51	No	March 31, 2017	\$77.19	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Lining: flat rate</u>									
Baseball/Softball- all	T	\$74.53	No	March 31, 2017	\$78.26	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Soccer/Field Hockey/Lacrosse Rugby - initial lining	T	\$199.90	No	March 31, 2017	\$209.90	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Soccer/Field Hockey/Lacrosse/Rugby - relining	T	\$140.00	No	March 31, 2017	\$147.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Football - initial lining	T	\$670.00	No	March 31, 2017	\$703.50	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Football - relining	T	\$460.00	No	March 31, 2017	\$483.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Additional staffing charges - Subsidies do not apply</u>									
Additional dedicated staff on-site(3 person team) - Minimum 3 hour booking	T	\$116.22	No	March 31, 2017	\$122.03	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Special event staffing (sanitation services) - per person, per hour	T	\$67.68	No	March 31, 2017	\$71.06	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Special event clean-up (per person/per hour)applied to parks left in an unacceptable state	T	\$93.85	No	March 31, 2017	\$98.54	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Picnic Shelters - Subsidies do not apply.</u>									
<u>Small Shelters (Riverside green roof, Guelph Lake fields, Larry Pearson)</u>									
Half day rental: 8am-2pm or 2:30pm-dusk (per rental)	T	\$68.86	No	March 31, 2017	\$69.89	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Full day rental: 8am-dusk (per rental)	T	\$108.45	No	March 31, 2017	\$110.08	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Large Shelters (Riverside red roof, Guelph Lake by concession)</u>									
Half day rental: 8am-2pm or 2:30pm-dusk (per rental)	T	\$91.69	No	March 31, 2017	\$93.07	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Full day rental: 8am-dusk (per rental)	T	\$138.86	No	March 31, 2017	\$140.94	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Amusement Rides Riverside Park - Subsidies do not apply</u>									
Ride Pass - per person	T	\$20.00	No	March 31, 2017	\$20.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Carousel, train, paddle boat - per ticket	T	\$2.25	No	March 31, 2017	\$2.25	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Amusement Rides (Carousel/Train - 1 operator) (per hour)	T	\$184.48	No	March 31, 2017	\$187.25	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Amusement Rides (Carousel/Train - 2 operators) (per hour)	T	\$276.72	No	March 31, 2017	\$280.87	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Other facilities - Hourly rate with 2 hour minimum</u>									
Goldie Mill (includes Hydro)	T	\$49.07	No	March 31, 2017	\$53.49	No	9.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
McCrae Memorial Garden	T	\$41.22	No	March 31, 2017	\$41.84	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Royal City Park Gazebo	T	\$36.06	No	March 31, 2017	\$36.60	No	1.5%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Concert Shell (includes hydro & washrooms)	T	\$60.00	No	March 31, 2017	\$65.40	No	9.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Special Events</u>									
<i>Application Fee (Fees are accumulative and non-refundable; subsidies do not apply)</i>									
Basic application	T	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
First-time event	T	\$15.00	No	December 31, 2016	\$15.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Licensed event	T	\$15.00	No	December 31, 2016	\$15.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Road closure requested	T	\$15.00	No	December 31, 2016	\$15.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Refundable Damage Deposit - based on scope, history and size of event	E	\$200-\$3,000	No	December 31, 2016	\$200-\$3,000	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Upper Riverside Park Events - April 1 - October 31</u>									
<u>Level 1 Event</u> - (no amenities, < 150 attendance, ball diamonds only)									
Daily rate - 8am-11pm	T	\$550.00	No	March 31, 2017	\$577.50	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 8 hours	T	\$300.00	No	March 31, 2017	\$315.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 4 hours	T	\$150.00	No	March 31, 2017	\$157.50	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Level 2 Event</u> - (no amenities, <500 attendance, includes Concert Shell)									
Daily rate - 8am-11pm	T	\$1,050.00	No	March 31, 2017	\$1,102.50	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 8 hours	T	\$640.00	No	March 31, 2017	\$672.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 4 hours	T	\$360.00	No	March 31, 2017	\$378.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

<u>Level 3 Event</u> (500<1,000 attendance, incl. Concert Shell, 1 onsite staff *, hydro, 12 picnic tables)									
Daily rate - 8am-11pm	T	\$1,350.00	No	March 31, 2017	\$1,417.50	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 8 hours	T	\$800.00	No	March 31, 2017	\$840.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 4 hours	T	\$440.00	No	March 31, 2017	\$462.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Level 4 Event</u> - (1,000<5,000 attendance, incl. Concert Shell 1 onsite staff *, hydro, 24 picnic tables)									
Daily rate - 8am-11pm	T	\$1,650.00	No	March 31, 2017	\$1,732.50	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 8 hours	T	\$960.00	No	March 31, 2017	\$1,008.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 4 hours	T	\$520.00	No	March 31, 2017	\$546.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>Level 5 Event</u> - (5,000 + attendance, incl. Concert Shell, .2 onsite staff *, hydro, 48 picnic tables)									
Daily rate - 8am-11pm	T	\$1,950.00	No	March 31, 2017	\$2,047.50	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 8 hours	T	\$1,120.00	No	March 31, 2017	\$1,176.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Up to 4 hours	T	\$600.00	No	March 31, 2017	\$630.00	No	5.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
* extra charges for additional staff									
**Load In 4 hours (4pm-8pm) or Load out 4 hours (8am-12pm)	T	\$500.00	No	March 31, 2017	\$500.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
**Load in 8 hours (12pm-8pm) or Load out 8 hours (8am-4pm)	T	\$750.00	No	March 31, 2017	\$750.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
**Load in 12 hours (8am-8pm) or Load out 12 hours (8am-8pm)	T	\$1,000.00	No	March 31, 2017	\$1,000.00	No	0.0%	April 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
** Times booked include									
<u>Miscellaneous (No Subsidy, flat rate)</u>									
Commemorative Tree	T	\$980.20	No	December 31, 2016	\$980.20	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Commemorative Steel Bench	T	\$1,849.85	No	December 31, 2016	\$2,034.84	No	10.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Woodchip Mulch (subject to availability and restrictions)per load	T	\$-		December 31, 2016	\$-	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Park Access Permit (signed application and certified damage deposit req'd)	T	\$117.88	No	December 31, 2016	\$117.88	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex

Tax supported budget: User Fees

Portable washroom/handwash station rentals (one day, incl. 1 cleanout and refill)	T	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Portable washroom/handwash station rental (2 day, incl. daily cleanout and refill)	T	\$130.00	No	December 31, 2016	\$130.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Portable washroom/handwash station rental (3 day incl. daily cleanout and refill)	T	\$160.00	No	December 31, 2016	\$160.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Extra Cleanout/Restocking	T	\$-		December 31, 2016	\$25.00	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Picnic tables (trailer load of 12 standard tables) minimum charge 6@ \$125.00	T	\$250.00	No	December 31, 2016	\$250.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Riverside Park sign (weekly or part-week rate)	T	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Mobile Sign Placement at Park Frontage (placement subject to approval)									
Per week or part week	T	\$53.05	No	December 31, 2016	\$53.05	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Dedicated Storage Bunker (per season May - September)	T	\$140.00	No	December 31, 2016	\$140.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
Fee for Locates contracted by City - per location	T	\$-	No	December 31, 2016	\$220.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC, Amex
<u>SLEEMAN CENTRE</u>									
<u>Basic Ice Rental (per hour includes 10 minute Ice re-surfacing)</u>									
Prime Time - after 4 pm (September 1 to April 15)	T	\$296.20	No	August 31, 2017	\$296.20	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Non prime-time(group rate, Mon-Fri, 8am to 4pm) (September 1 to April 15)	T	\$173.85	No	August 31, 2017	\$173.85	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Summer Season (for all users and at all times)	T	\$296.20	No	August 31, 2017	\$296.20	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Extra Dressing rooms - in addition to 2 provided with rental (per game)	T	\$16.50	No	August 31, 2017	\$16.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>School Groups during school: 8am to 4pm</u>									
Ice and dressing room: up to 49 skaters	T	\$99.72	No	August 31, 2017	\$99.72	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Ice and dressing room: 50 plus skaters	T	\$127.42	No	August 31, 2017	\$127.42	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Rental Fees</u>									
Building rent for events - winter/peak season	T	\$ 4,250.00	No	December 31, 2016	\$ 4,250.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Building rent for events - summer/off peak season - <i>new</i>	T	\$2,150.00	No	December 31, 2016	\$2,150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Multi day events	T	Negotiated	No	December 31, 2016	Negotiated	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Box Office staffing (day of event) - <i>new</i>	T	\$525.00	No	December 31, 2016	\$525.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Glass Removal / Install	T	\$1,005.00	No	December 31, 2016	\$1,005.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Floor Removal / Install (3rd party supplier rate)	T	\$1,300.00	No	December 31, 2016	\$1,350.00	No	3.8%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Stage (3rd party supplied, charge back at cost)	T	At cost	No	December 31, 2016	At cost	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Forklift with operator (per hour)	T	\$60.00	No	December 31, 2016	\$60.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Post event cleanup (full building per show) (charge back at cost if less for smaller events - per hour/per staff) (3rd party supplier rate)	T	\$881.00	No	December 31, 2016	\$899.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Single Game Rental - For Guelph Storm Hockey Game</u>									
<u>Suite Rentals</u>									
various suites with 8 - 12 viewing seats (various ticket minimums required)	T	\$512.40	No	August 31, 2017	\$-	No	(100.0%)	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Party Suites 28 - 54 viewing seats (various ticket minimums required)	T	\$465.82	No	August 31, 2017	\$-	No	(100.0%)	September 1, 2017	Cash, Cheque, Debit, Visa, MC
- NOT INCLUDING TICKETS FOR GAME OR HOSTESS									
<u>Annual Suite License Fees</u>									
Suite Rental available for part of season - (Calculation is 1 year rate / # of games X # of games left for season)									
1 Year Term (Specific sized box - per seat)	T	\$2,010.00	No	August 31, 2017	\$-	No	(100.0%)	September 1, 2017	Cash, Cheque, Debit, Visa, MC
3 Year Term									
8 viewing seats	T	\$15,577.50	No	August 31, 2017	\$15,577.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
9 viewing seats	T	\$16,582.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
10 viewing seats	T	\$17,587.50	No	August 31, 2017	\$17,587.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
11 viewing seats	T	\$18,592.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
12 viewing seats	T	\$19,597.50	No	August 31, 2017	\$19,597.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
18 viewing seats	T	\$25,627.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
5 year term									

Tax supported budget: User Fees

8 viewing seats	T	\$13,567.50	No	August 31, 2017	\$13,567.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
9 viewing seats	T	\$14,572.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
10 viewing seats	T	\$15,577.50	No	August 31, 2017	\$15,577.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
11 viewing seats	T	\$16,582.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
12 viewing seats	T	\$17,587.50	No	August 31, 2017	\$17,587.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
18 viewing seats	T	\$23,617.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
10 year term									
8 viewing seats	T	\$11,567.50	No	August 31, 2017	\$11,567.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
9 viewing seats	T	\$12,562.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
10 viewing seats	T	\$13,567.50	No	August 31, 2017	\$13,567.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
11 viewing seats	T	\$14,572.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
12 viewing seats	T	\$15,577.50	No	August 31, 2017	\$15,577.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
18 viewing seats	T	\$21,607.50	No	August 31, 2016	\$-	No	(100.0%)		Cash, Cheque, Debit, Visa, MC
Annual Club Seat License Fee per Seat									
1 year term	T	\$201.00	No	August 31, 2017	\$201.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Annual VIP Seat License Fee per Seat <i>excludes tickets unless stated</i>									
1 year term	T	\$402.00	No	August 31, 2017	\$402.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Suite Level Prices for: Private Hostess (per event)	T	\$71.45	No	August 31, 2017	\$100.00	No	40.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Suite Level Prices for: Shared Hostess (per event)	T	\$35.72	No	August 31, 2017	\$50.00	No	40.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Arenas - per hour rates</u>									
Clean up fee (if clean up required is beyond normal considerations)	T	\$55.19	No	August 31, 2017	\$60.00	No	8.7%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Meeting Rooms</u>									
Louis Embro Room - capacity 25 - approved use/availability thru facility	T	\$35.00	No	August 31, 2017	\$35.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

<u>Restaurant</u>									
Clean-up/Set-up Levy (Food & Beverage by Facility)	T	\$110.00	No	August 31, 2017	\$110.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
AV Equipment Rental (Projector & Screen)	T	\$35.00	No	August 31, 2017	\$35.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>City Event Staff</u>									
Part Time Labour & Other services (skate patrol)	T	\$16.75	No	August 31, 2017	\$16.75	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>RIVER RUN CENTRE</u>									
-	-								
<u>Rental Rates - Ticketed Events (paid tickets)</u>									
Corporate/Commercial	T	\$1,305.00	No	August 31, 2017	\$1,320.00	No	1.1%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Registered Not-For-Profit/Charitable -Non-Guelph Based	T	\$1,150.00	No	August 31, 2017	\$1,165.00	No	1.3%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Registered Not-For-Profit/Charitable -Guelph Based	T	\$940.00	No	August 31, 2017	\$955.00	No	1.6%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Co-operators Hall</u>									
Corporate/Commercial	T	\$470.00	No	August 31, 2017	\$480.00	No	2.1%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Registered Not-For-Profit/Charitable -Non-Guelph Based	T	\$390.00	No	August 31, 2017	\$400.00	No	2.6%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Registered Not-For-Profit/Charitable -Guelph Based	T	\$325.00	No	August 31, 2017	\$335.00	No	3.1%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Rental Rates - Non Ticketed Events</u>									
<u>Main Stage</u>									
Corporate/Commercial	T	\$1,625.00	No	August 31, 2017	\$1,640.00	No	0.9%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit/Charitable -Non-Guelph Based	T	\$1,365.00	No	August 31, 2017	\$1,380.00	No	1.1%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit/Charitable -Guelph Based	T	\$1,120.00	No	August 31, 2017	\$1,135.00	No	1.3%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Co-operators Hall</u>									
Corporate/Commercial	T	\$530.00	No	August 31, 2017	\$540.00	No	1.9%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit/Charitable -Non-Guelph Based	T	\$460.00	No	August 31, 2017	\$470.00	No	2.2%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit/Charitable -Guelph Based	T	\$380.00	No	August 31, 2017	\$390.00	No	2.6%	September 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Corporate/Commercial - Opening Programming, hourly, before 6pm	T	\$35.00	No	August 31, 2017	\$35.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Corporate/Commercial - Opening Programming, hourly, after 6pm	T	\$61.50	No	August 31, 2017	\$63.00	No	2.4%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit - Opening Programming, hourly, before 6pm	T	\$30.00	No	August 31, 2017	\$30.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit - Opening Programming, hourly, after 6pm	T	\$56.50	No	August 31, 2017	\$57.00	No	0.9%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Canada Company Hall</u>									
Corporate/Commercial	T	\$2,155.00	No	August 31, 2017	\$2,180.00	No	1.2%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit/Charitable -Non-Guelph Based	T	\$1,825.00	No	August 31, 2017	\$1,850.00	No	1.4%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Not-For-Profit/Charitable -Guelph Based	T	\$1,500.00	No	August 31, 2017	\$1,525.00	No	1.7%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Rates for Other River Run Services</u>									
<u>Technical / Production</u>									
House Technician (per hour at straight time)	T	\$39.50	No	August 31, 2017	\$40.00	No	1.3%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
House Technician (per hour @ overtime)	T	\$59.25	No	August 31, 2017	\$60.00	No	1.3%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Production equipment	T	\$10.00- \$750.00	No	August 31, 2017	\$10.00- \$750.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Box Office / Ticketing</u>									
Box Office (handling charges per ticket)	T	6.5% of Gross	No	August 31, 2017	6.5% of Gross	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Capital Reserve Fund (per ticket on tickets of \$10.00 or more)	T	\$1.75	No	August 31, 2017	\$ 1.75	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Front of Services</u>									
Main Stage (per event/performance)	T	\$265.00	No	August 31, 2017	\$270.00	No	1.9%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
House Manager (per hour)	T	\$21.50	No	August 31, 2017	\$22.00	No	2.3%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Co-operators Hall (per even/performance)	T	\$160.00	No	August 31, 2017	\$165.00	No	3.1%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Non-performance/Canada Company Hall events (per hour per House Mgr)	T	\$26.50	No	August 31, 2017	\$27.00	No	1.9%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Catering Service Charge-Outside Food Full Meal	T	\$1.00	No	August 31, 2017	\$1.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Catering Service Charge-Outside Food Reception Only	T	\$0.50	No	August 31, 2017	\$0.50	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
Room Setup - Sit down event, table chairs required or other significant setups	T	\$110.00	No	August 31, 2017	\$110.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Room Setup - Reception, limited table and chairs required	T	\$55.00	No	August 31, 2017	\$55.00	No	0.0%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Notes on River Run Fees:</u> 1) For all ticketed shows, base rent is as above or 12% of gross ticket sales whichever is greater 2) A deposit of 50% of the base rent must be made at time of booking Deposits are not refundable and the balance is due prior to the start of event 3) A Non Profit or Charitable organization is one so registered with the Canada Customs and Revenue Agency. Locally based means the Organization's main place of business is located in Guelph									
<u>GUELPH CIVIC MUSEUM (GCM) and MCCRAE HOUSE</u>	-								
<u>Guelph Museums Space Rental</u>									
Entire museum after-hours rental	T	\$500.00	No	December 31, 2016	\$500.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Entire museum after hours rental, registered non-profit	T	\$300.00	No	December 31, 2016	\$300.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Board room - hourly	T	\$35.00	No	December 31, 2016	\$35.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Board room - registered non-profit, hourly	T	\$21.00	No	December 31, 2016	\$21.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Meeting room - daily or after-hours	T	\$210.00	No	December 31, 2016	\$210.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Meeting room - registered non-profit, daily or after-hours	T	\$126.00	No	December 31, 2016	\$126.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Programming room - hourly	T	\$70.00	No	December 31, 2016	\$70.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Programming room - registered non-profit, hourly	T	\$42.00	No	December 31, 2016	\$42.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Programming room - daily or after-hours	T	\$420.00	No	December 31, 2016	\$420.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Programming room - registered non-profit, daily or after-hours	T	\$252.00	No	December 31, 2016	\$252.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Civic Museum interior or McCrae House exterior photo shoots - hourly	T	\$36.06	No	December 31, 2016	\$36.06	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Additional staffing costs per hour/required # of staff	T	\$20.00	No	December 31, 2016	\$20.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

<u>Guelph Museum Admission (incl. Civic Museum and McCrae House)</u>									
Adults, seniors, students, children four years and older	T	\$4.43	No	December 31, 2016	\$4.43	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Family*	T	\$13.28	No	December 31, 2016	\$13.28	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Children under 4	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Guelph Museum Members	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
* A family consists of a maximum of 2 adults and 4 children									
<u>Guelph Museums Membership</u>									
Family - 1 year/annual	T	\$40.00	No	December 31, 2016	\$40.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Individual - 1 year/annual	T	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Corporate - 1 year /annual	T	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Guelph Museums Education Programs / Tours</u>									
Single program - adults, seniors, students, children four years and up	T	\$5.00	No	December 31, 2016	\$5.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Double program - adults, seniors, students, children four years and up	T	\$7.50	No	December 31, 2016	\$7.50	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Teachers, adult chaperones for children's groups	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Birthday Party Program	T	\$180.00	No	December 31, 2016	\$180.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
					\$5.00				
<u>TOURISM SERVICES</u>									
Annual Tourism Partnership Program	T	\$250.00	No	December 31, 2016	\$-	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Visitor Guide - Back Cover	T	\$2,000.00	No	December 31, 2016	\$-	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Visitor Guide - Facing Cover	T	\$1,750.00	No	December 31, 2016	\$-	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Visitor Guide - Full page	T	\$1,500.00	No	December 31, 2016	\$-	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Visitor Guide - Half page	T	\$750.00	No	December 31, 2016	\$-	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Visitor Guide - Quarter page	T	\$400.00	No	December 31, 2016	\$-	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Website - Home Page ad	T	\$50.00	No	December 31, 2016	\$ 100.00	No	100.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Website - Listing	T	\$50.00	No	December 31, 2016	\$ -	No	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Advertising - Website - Event Calendar	T	\$100.00	No	December 31, 2016	\$ 150.00	No	50.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Social Media Accounts	T	\$-	No	December 31, 2016	\$50.00	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Advertising - Website Homepage - Banner	T	\$-	No	December 31, 2016	\$150.00	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Brochure Rack Program - Yearly	T	\$-	No	December 31, 2016	\$199.00	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Brochure Rack Program - 6 months	T	\$-	No	December 31, 2016	\$115.00	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Brochure Rack Program - quarterly	T	\$-	No	December 31, 2016	\$60.00	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>GUELPH MARKET FEES</u>	-								
Booth 1	T	\$37.66	No	December 31, 2016	\$38.04	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 2	T	\$39.94	No	December 31, 2016	\$40.34	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 3	T	\$39.94	No	December 31, 2016	\$40.34	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 4	T	\$39.94	No	December 31, 2016	\$40.34	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 5	T	\$30.10	No	December 31, 2016	\$30.40	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 6	T	\$63.22	No	December 31, 2016	\$63.85	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 7	T	\$26.63	No	December 31, 2016	\$26.90	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 8	T	\$18.96	No	December 31, 2016	\$19.15	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 9a	T	\$39.92	No	December 31, 2016	\$40.32	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 9b	T	\$42.43	No	December 31, 2016	\$42.85	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 9c	T	\$29.96	No	December 31, 2016	\$30.26	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 10	T	\$54.24	No	December 31, 2016	\$54.78	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 11	T	\$54.91	No	December 31, 2016	\$55.46	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 12	T	\$52.16	No	December 31, 2016	\$52.68	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 13	T	\$78.21	No	December 31, 2016	\$78.99	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 14	T	\$33.28	No	December 31, 2016	\$33.61	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 15	T	\$66.56	No	December 31, 2016	\$67.23	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 16	T	\$46.60	No	December 31, 2016	\$47.07	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 17	T	\$66.56	No	December 31, 2016	\$67.23	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 18	T	\$23.29	No	December 31, 2016	\$23.52	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 19	T	\$63.22	No	December 31, 2016	\$63.85	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Booth 20a	T	\$19.97	No	December 31, 2016	\$20.17	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 20b	T	\$19.98	No	December 31, 2016	\$20.18	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 20c	T	\$13.32	No	December 31, 2016	\$13.45	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 21	T	\$56.57	No	December 31, 2016	\$57.14	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 22	T	\$21.63	No	December 31, 2016	\$21.85	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 23	T	\$43.24	No	December 31, 2016	\$43.67	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 24	T	\$19.98	No	December 31, 2016	\$20.18	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 25	T	\$16.62	No	December 31, 2016	\$16.79	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 26	T	\$25.30	No	December 31, 2016	\$25.55	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 27	T	\$13.32	No	December 31, 2016	\$13.45	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 28	T	\$53.26	No	December 31, 2016	\$53.79	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Booth 29	T	\$39.94	No	December 31, 2016	\$40.34	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Tables per foot	T	\$3.34	No	December 31, 2016	\$3.37	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Outside Stalls	T	\$31.44	No	December 31, 2016	\$31.75	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Notes:									
Electrical Charge - additional fee based on average consumption									
5% discount on 1-year license agreements paid in full									
<u>CIVIC PRECINCT</u>									
City Hall Galleria (Mon-Friday 8:30am - 5pm) Hourly Rate	T	\$77.25	No	December 31, 2016	\$78.02	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
City Hall Meetings Room Hourly Rate for Meeting Rooms A, B and D	T	\$25.75	No	December 31, 2016	\$26.01	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
City Hall Meetings Room Hourly Rate for Meeting Rooms C and 112	T	\$36.05	No	December 31, 2016	\$36.41	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Note: Rental of City Hall after hours, weekends and holidays requires Security staff to unlock building and remain Hourly Rate min 3h charge	T	\$45.00	No	December 31, 2016	\$45.45	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Civic Maintainer Staff hourly rate (10pm - 7am) min 3hrs	T	\$72.50	No	December 31, 2016	\$73.23	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Civic Maintainer Staff hourly rate (holidays) min 3hrs	T	\$72.10	No	December 31, 2016	\$72.82	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Additional Market Square Attendant - min 3 hrs	T	\$35.00	No	December 31, 2016	\$35.35	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Additional Market Square Attendant (holiday) - min 3 hrs	T	\$52.50	No	December 31, 2016	\$53.03	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Cleaner or set-up staff, hourly rate	T	\$35.00	No	December 31, 2016	\$35.35	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Cleaner or set-up staff, hourly rate (holiday)	T	\$52.50	No	December 31, 2016	\$53.03	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Trade Technical Support (Electrician, HVAC etc), 4pm-7am weekdays or Saturday- min 3hrs	T	\$103.00	No	December 31, 2016	\$104.03	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Trade Technical Support (Electrician, HVAC etc), Sundays- min 3hrs	T	\$134.00	No	December 31, 2016	\$135.34	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Market Square Booking Fee (daily rate)	T	\$75.00	No	December 31, 2016	\$75.75	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
St. George's Square Booking Fee (daily rate)	T	\$75.00	No	December 31, 2016	\$75.75	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Onsite Staffing for Setup of Market Square Mobile Stage	T	\$150.00	No	December 31, 2016	\$151.50	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Offsite Staffing for Setup of Market Square Mobile Stage(transportation costs not included in fee)	T	\$250.00	No	December 31, 2016	\$252.50	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Power distro panel (additional staffing fees apply)	T	\$116.82	No	December 31, 2016	\$117.99	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Planter beds Outlet Power (access to 110v outlet)	T	\$58.41	No	December 31, 2016	458.99	No	1.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>OPERATIONS</u>	-								
Debris clean up (actual hourly rate incurred plus payroll burden plus overhead charges plus vehicle, equipment & material charges)	T	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Spill clean up (actual hourly rate incurred plus payroll burden plus overhead charges plus vehicle, equipment & material charges)	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Temporary Traffic Control (actual hourly rate incurred plus payroll burden plus overhead charges plus vehicle, equipment & material charges)	T	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Motor Vehicle collision response , repair and clean up (actual hourly rate incurred plus payroll burden plus overhead charges plus vehicle, equipment & material charges)	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Administrative Fee	T	\$45.00	No	December 31, 2016	\$45.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>BYLAW COMPLIANCE, SECURITY, &</u>									

Tax supported budget: User Fees

<u>LICENSING</u>									
Towing Under City By-Law - Admin Fee	E	\$39.55	Yes	December 31, 2016	\$39.55	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Bylaw/Property Standards/Licensing Administration fee (applies to all invoicing)	E	\$55.13	Yes	December 31, 2016	\$55.13	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Private Property Enforcement 1-20 parking spaces	E	\$1,100.00	No	December 31, 2016	\$1,100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Private Property Enforcement 21-59 parking spaces	E	\$1,650.00	No	December 31, 2016	\$1,650.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Private Property Enforcement 60+ parking spaces	E	\$2,200.00	No	December 31, 2016	\$2,200.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Paid Duty-bylaw/security cost per hour per officer minimum 2 hours	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Sign Retrieval	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Noise Control By-Law Exemption Request	E	\$755.00	No	December 31, 2016	\$755.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Lottery Licensing - Letters of permission	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Lottery Licensing - Eligibility Review	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Group Home Registration Fee	E	\$60.00	No	December 31, 2016	\$60.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Processing of Municipal Information Form-Application for Liquor Licence	E	\$75.00	No	December 31, 2016	\$75.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Dog License Fees Spayed or neutered and microchipped	E	\$40.00	No	December 31, 2016	\$35.00	No	(12.5%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Dog License Fees Spayed or neutered and not microchipped	E	\$50.00	No	December 31, 2016	\$45.00	No	(10.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Dog License Fees Unspayed or unneutered	E	\$70.00	No	December 31, 2016	\$65.00	No	(7.1%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Dog License Fees Replacement tags (within same calendar year)	E	\$10.00	No	December 31, 2016	\$5.00	No	(50.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Kennel Licence (microchipped dogs)	E	\$85.00	No	December 31, 2016	\$80.00	No	(5.9%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Kennel Licence (not microchipped)	E	\$135.00	No	December 31, 2016	\$130.00	No	(3.7%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Dog License Fees Guide Dogs	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Administration fee for dog/kennel licence	T	\$5.00	No	December 31, 2016	\$5.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Property Standards By-law/Other Bylaws excluding schedules	T	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Work Order Administration Fee	T	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Re-inspection fee	T	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Donation Bin/Publication Dispensing Box removal administration fee	T	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Donation Bin/Publication Dispensing Box removal fee	T	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Shopping cart recovery groceries & department stores HST Included	T	\$15.00	Yes	December 31, 2016	\$20.00	Yes	33.3%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
NSF Cheques	E	\$57.89	No	December 31, 2016	\$57.89	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>TRANSIT FARES</u>	-								
Adult Tickets (10 tickets) - effective September 1/12	E	\$28.00	No	December 31, 2016	\$28.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Youth Tickets (10 tickets) - effective September 1/12	E	\$22.50	No	December 31, 2016	\$22.50	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Senior Tickets (10 tickets) - effective September 1/12	E	\$22.50	No	December 31, 2016	\$22.50	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Cash Fare - increase effective September 1/11	E	\$3.00	No	December 31, 2016	\$3.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Adult Monthly Pass - effective September 1/12	E	\$80.00	No	December 31, 2016	\$80.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Youth Monthly Pass - effective September 1/12	E	\$68.00	No	December 31, 2016	\$68.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Senior Monthly Pass - effective September 1/12	E	\$68.00	No	December 31, 2016	\$68.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
University Pass (not including the Late Night Service) - Winter	E	\$100.00	No	April 30, 2016	\$115.00	No	15.0%	May 1, 2017	Cash, Cheque, Debit, Visa, MC
University Pass (not including the Late Night Service) - Summer	E	\$107.00	No	August 31, 2016	\$117.00	No	9.3%	September 1, 2017	Cash, Cheque, Debit, Visa, MC
University Pass (not including the Late Night Service) - Fall	E	\$115.00	No	December 31, 2016	\$125.00	No	8.7%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Day Pass - effective September 1/12	E	\$8.00	No	December 31, 2016	\$8.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Affordable Adult Pass	E	\$37.50	No	December 31, 2016	\$37.50	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Affordable Youth Pass	E	\$32.00	No	December 31, 2016	\$32.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Affordable Senior Pass	E	\$31.00	No	December 31, 2016	\$31.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
GO Transit Co-Fare	E	\$0.60	No	December 31, 2016	\$0.60	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Notes on Transit Fares:									
1) For tickets or pass payment is by cash or cheque and is due at time of purchase									
2) Exact cash fare, no change is given									
3) Transfers are valid 1 hour from time of issue for a continuous one-way trip									
4) Fees are not refundable									
5) Fees and passes are applicable to regular and late night service									

Tax supported budget: User Fees

6) Adult - means any person not defined as a student, senior or child									
7) Youth - means any person between 5 & 17 years of age, or 18 years or older in full-time attendance at high school; university & college students not eligible as Youths									
8) Senior - means any person 65 years of age or older									
9) Child - means any pre-schooler (ride FREE)									
<u>FIRE</u>	-								
MVC Recoveries	T	\$410.00	Yes	December 31, 2016	MTO rate	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Copies of Fire Department reports (insurance, etc.) - <i>new</i>	T	\$60.00	Yes	December 31, 2016	\$65.00	Yes	8.3%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Liquor Licence Act approval reports - <i>new</i>	T	\$60.00	Yes	December 31, 2016	\$65.00	Yes	8.3%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Property Transfers (per hour of preparation)	T	\$100.00	Yes	December 31, 2016	\$110.00	Yes	10.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Inspections (per hour)	T	\$100.00	Yes	December 31, 2016	\$110.00	Yes	10.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Fire Extinguisher Training - <i>Rate quoted is per person</i>	T	\$15.00	Yes	December 31, 2016	\$15.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
False Alarm - <i>Rate quoted is per responding vehicle</i>	T	\$300.00	Yes	December 31, 2016	MTO rate	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Alarm Registration - <i>Rate quoted is per alarm system</i>	T	\$60.00	Yes	December 31, 2016	\$100.00	Yes	66.7%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Response to false life/health emergency (applies to each false life/health emergency response, beyond three in a calendar year, caused by the same individual)	T	\$300.00	Yes	December 31, 2016	MTO rate	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Event (for profit) coverage - 1 Fire truck (pumper), 1 Officer and 3 Firefighters - minimum 4 hours	T	\$1,200.00	Yes	December 31, 2016	\$1,200.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Each additional hour (in half hour increments) for Special Event coverage	T	\$300.00	Yes	December 31, 2016	\$300.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Emergency Fire Department Response to a Property (see note below)	T	\$410.00	Yes	December 31, 2016	MTO rate	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Review of Fire Safety Plans	T	\$150.00	Yes	December 31, 2016	\$150.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Notes for Emergency Fire Department Response to a Property</u>	-								
- Rate quoted is per responding vehicle per hour of attendance, above and beyond the initial responding vehicle's initial hour of attendance									

Tax supported budget: User Fees

- Rate quoted is replaced by the current MTO rate per vehicle per hour of attendance if such MTO rate is greater									
- If the emergency response requires staff overtime, the costs of such staff overtime are in addition to the rate quoted									
- if the emergency response requires other expenses, the costs of such other expenses are in addition to the rate quoted									
<u>GUELPH WELLINGTON EMS</u>	-								
Event (for profit) coverage - 1 Ambulance and 2 paramedics - minimum 4 hours	T	\$480.00	Yes	December 31, 2016	\$480.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Event (for profit) each additional hour (in half hour increments)	T	\$120.00	Yes	December 31, 2016	\$120.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Event (for profit) coverage-First Response Unity and 1 paramedic - minimum 4 hours	T	\$280.00	Yes	December 31, 2016	\$280.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Event (for profit) each additional hour (in half hour increments)	T	\$70.00	Yes	December 31, 2016	\$70.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Investigative Interview of Paramedics by Outside Agencies (per hour)	T	\$50.00	Yes	December 31, 2016	\$50.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Response to false life/health emergency (applies to each false life/health emergency response, beyond three in a calendar year, caused by the same individual)	T	\$120.00	Yes	December 31, 2016	\$-	Yes	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Copies of EMS call reports	T	\$75.00	Yes	December 31, 2016	\$75.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Emergency Fire Department Response to a Property	T	\$410.00	Yes	December 31, 2016	\$-	Yes	(100.0%)	January 1, 2017	Cash, Cheque, Debit, Visa, MC
CORPORATE ADMINISTRATION OFFICE (CAO)									
<u>LEGAL, REALTY AND RISK SERVICES</u>									
Compliance letter with respect to Easements	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Application to Delete Restrictive Covenants – preparation	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Transfer (with respect to re-conveyance) – preparation	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Transfer – preparation	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Transfer Easement – preparation	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Transfer Release & Abandonment of Easement – preparation	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Amending Agreement with respect to Development Covenants	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Release of Agreements – preparation	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Other Agreements / Misc. Services / Misc. Agreements / Real Estate Documents	T	\$128 to \$1,000	No	December 31, 2016	\$130 to \$1,020	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Photocopies (\$2.00 minimum)	E	\$0.25	No	December 31, 2016	\$0.25	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Release of Subdivision Agreements - (fee per lot)	T	\$50.00	No	December 31, 2016	\$51.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Compliance letter with respect to Agreements	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Development Charges Late Payment Agreement - preparation	T	\$300.00	No	December 31, 2016	\$306.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Amending Subdivision Agreement / Development Agreement	T	\$300.00	No	December 31, 2016	\$306.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Committee of Adjustment Agreements - preparation and review	T	\$375.00	No	December 31, 2016	\$382.50	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
License / Lease Agreements - preparation and review	T	\$225.00 to \$1000.00	No	December 31, 2016	\$229.50 to \$1020.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Part Lot Control By-laws - registration	T	\$128.00	No	December 31, 2016	\$130.00	No	1.6%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Encroachment Agreement Application - circulation & response to applicant	T	\$150.00	No	December 31, 2016	\$153.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Encroachment Agreement / Assignment of Encroachment Agreement / Release of Encroachment Agreement - preparing & negotiating agreement	T	\$200.00	No	December 31, 2016	\$204.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Encroachment Agreement Annual Fee (encroachment emanates from land entirely under residential use)	T	\$150.00	No	December 31, 2016	\$153.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Encroachment Agreement Annual Fee- (encroachment emanates from land entirely under non-residential use and located between ground elevation and 2.0 meters ABOVE ground elevation)	T	\$12/m2 or \$300, whichever is greater	No	December 31, 2016	\$12/m2 or \$306, whichever is greater	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Encroachment Agreement Annual Fee (encroachment emanates from land entirely under non-residential use and located below ground elevation and 2.0 meters or more ABOVE ground elevation)	T	\$6/m2 or \$150 whichever is greater	No	December 31, 2016	\$6/m2 or \$153 whichever is greater	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Encroachment Agreement Annual Fee (encroachment emanates from commercial patios)	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Notes:									

Tax supported budget: User Fees

1. The above-noted fees do not include the search and registration costs in the Land Registry Office, which costs are set by the Province and are in addition to any fees imposed by this By-law.									
2. Encroachment annual fee for lands entirely under residential use shall not apply when encroachment is a part or all of a building or site improvement that has been encroaching on city-owned lands for more than 10 year. Fee shall not be pro-rated for any reason, save for in case of termination by the City, without cause.									
3. Encroachment annual fee for lands partly or entirely under non-residential use shall not be pro-rated for any reason, save for in the case of termination by the City, without cause. Areas shall be measured as the land area between the property line to the furthest extent of the encroachment									
4. Encroachment Agreement annual fee shall not apply when an encroachment arises in respect of an approved application for funding or other incentives under Community Improvement Plans.									
5. Fees payable by cash or cheque only. Fees are payable at the time when the application or request is made.									
CORPORATE SERVICES									
<u>CITY CLERK'S OFFICE</u>									
Death Registration	E	\$35.00	No	December 31, 2016	\$35.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Issuance of Marriage License	E	\$145.00	No	December 31, 2016	\$145.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Commissioning - up to 2 signatures	T	\$30.00	Yes	December 31, 2016	\$30.00	Yes	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Commissioning - Three or more signatures	T	\$75.00	Yes	December 31, 2016	\$75.00	Yes	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Marriage Ceremony	T	\$225.00	Yes	December 31, 2016	\$225.00	Yes	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Offsite or Weekend Civil Marriage Ceremony	T	\$350.00	Yes	December 31, 2016	\$350.00	Yes	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Offsite or Weekend Civil Marriage Ceremony - Mileage charges for marriage ceremony taking place outside of City of Guelph boundary	T	.53/km	Yes	December 31, 2016	.53/km	Yes	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Marriage Witness	T	\$25.00	Yes	December 31, 2016	\$25.00	Yes	0.0%	January 1, 2017	Cash, Debit, Visa, MC

Tax supported budget: User Fees

Printing/Copying for the public (per page)	T	\$0.25	Yes	December 31, 2016	\$0.25	Yes	0.0%	January 1, 2017	Cash, Debit, Visa, MC
Line fence viewers	T	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
City of Guelph tartan (per metre)	T	\$16.50	No	December 31, 2016	\$16.50	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
City of Gueph tartan tie	T	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
City of Guelph cumberbund	T	\$35.00	No	December 31, 2016	\$35.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
City of Guelph tartan scarf	T	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
City of Guelph bow tie	T	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC
<u>Committee of Adjustment</u>									
Consent Application Fee	E	\$1,530.00	No	December 31, 2016	\$1,559.00	No	1.9%	January 1, 2017	Cash, Cheque, Debit
Administration Fee (New Lots)	E	\$559.00	No	December 31, 2016	\$570.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit
Administration Fee (All Other Consents)	E	\$238.00	No	December 31, 2016	\$243.00	No	2.1%	January 1, 2017	Cash, Cheque, Debit
Validation of Title/Power of Sale	E	\$1,530.00	No	December 31, 2016	\$1,559.00	No	1.9%	January 1, 2017	Cash, Cheque, Debit
Request for Change of Condition	E	\$709.00	No	December 31, 2016	\$722.00	No	1.8%	January 1, 2017	Cash, Cheque, Debit
Minor Variance Application Fee (Single or Semi-detached)	E	\$765.00	No	December 31, 2016	\$780.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit
Minor Variance Application Fee (On-Street Townhouse Unit)	E	\$765.00	No	December 31, 2016	\$780.00	No	2.0%	January 1, 2017	Cash, Cheque, Debit
Minor Variance Application Fee (Other Uses)	E	\$918.00	No	December 31, 2016	\$935.00	No	1.9%	January 1, 2017	Cash, Cheque, Debit
Special Meeting (plus cost of application fee)	E	\$1,025.00	No	December 31, 2016	\$1,044.00	No	1.9%	January 1, 2017	Cash, Cheque, Debit
Deferral Fee	E	\$238.00	No	December 31, 2016	\$243.00	No	2.1%	January 1, 2017	Cash, Cheque, Debit
<u>COMMUNICATIONS & CUSTOMER SERVICES</u>									
<u>Community Guide Advertising per session</u>									
Full Page Ad	T	\$1,095.00	No	December 31, 2016		No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
1/2 Page Ad	T	\$610.00	No	December 31, 2016	\$1,095.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
1/3 Page Ad	T	\$425.00	No	December 31, 2016	\$610.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
1/4 Page Ad	T	\$325.00	No	December 31, 2016	\$425.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
1/8 Page Ad	T	\$185.00	No	December 31, 2016	\$325.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Inside Front or Back Covers	T	\$1,455.00	No	December 31, 2016	\$185.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Outside Back Cover	T	\$1,640.00	No	December 31, 2016	\$1,455.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
City of Guelph Department Cost - per page	E	\$250.00	No	December 31, 2016	\$1,640.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
City of Guelph Department Cost – per ½ page	E	\$125.00	No	December 31, 2016	\$250.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

FINANCE									
<u>Taxation and Revenue</u>									
Issuance of Tax Certificate	E	\$60.00	No	December 31, 2016	\$60.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Issuance of Tax Certificate - Rush	E	\$75.00	No	December 31, 2016	\$75.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Statement of Account	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Duplicate Tax Bill	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Tax Receipt	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Administration Fee for NSF Cheque	E	\$40.00	No	December 31, 2016	\$40.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
PAP (Pre-Authorized Payment Plan)(only for re-join if cancelled)	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
PAP- Change to PAP Plan or Banking info (1 N/C per year)	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Additions to Tax Roll (Outstanding Work Orders, etc)	E	\$50.00 or 5% whichever is greater	No	December 31, 2016	\$50.00 or 5% whichever is greater	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Search Tax Information (per property)	E	\$75.00	No	December 31, 2016	\$75.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Local Improvement Property Search	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Outstanding AR invoices property search	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Title Searches	E	\$75.00	No	December 31, 2016	\$75.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
New Owner Administration Fee	E	\$35.00	No	December 31, 2016	\$35.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
New Roll Number Administration Fee	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Arrears Notice on arrears over \$100	E	\$10.00	No	December 31, 2016	\$10.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Warning Notice - Before Tax Sale Registration	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Final Notice - Before Tax Sale Registration	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Tax Sale Registration Administration Fee - Initial - when sent for registration	E	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Tax Sale Registration Administration Fee - Initial - when registered	E	\$250.00	No	December 31, 2016	\$250.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Mortgage Company Processing Fee per billing	E	\$10.00	No	December 31, 2016	\$10.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Refund Request - for owner 1 N/C per calendar year	E	\$30.00	No	December 31, 2016	\$30.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Account Transfer Fee - for Owner 1 N/C per calendar year	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

EDI Payment Error - To correct error and send letter (one grace per year)	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Duplicate Capping Reports	E	\$20.00	No	December 31, 2016	\$20.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Tax Appeal Application (357 & 358)	E	\$20.00	No	December 31, 2016	\$20.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Postdated Cheque Retrieval	E	\$20.00	No	December 31, 2016	\$20.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Tax Sell Properties-Extension Agreement Fee	E	\$-	No	December 31, 2016	\$-	No	NEW	January 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Others</u>									
City of Guelph Budget Book	E	\$90.00	No	December 31, 2016	\$90.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
City of Guelph DC Study	E	\$26.00	No	December 31, 2016	\$26.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Notes:									
1) Tax Certificate Fees									
- Payable in advance by cash or cheque									
- Fees are non refundable after the certificate is issued									
2) NSF and Duplicate Receipt Fees									
- Payable immediately by cash, cheque or debit									

INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

PLANNING & BUILDING SERVICES

Photocopies made for Public (price per copy, minimum \$2.00)	T	\$0.25	No	December 31, 2016	\$0.25	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Map Schedules (24"x36")	T	\$5.00	No	December 31, 2016	\$5.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Map Schedules (letter, legal or tabloid)	T	\$2.00	No	December 31, 2016	\$2.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Custom Map Schedules (\$20 for first half hour and \$10 for every 1/4 hour thereafter)	T	\$20.00	No	December 31, 2016	\$20.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Official Plan	T	\$80.00	No	December 31, 2016	\$80.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Downtown Streetscape and Public Realm Manual	T	\$60.00	No	December 31, 2016	\$60.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Environmental Handbooks	T	\$6.00	No	December 31, 2016	\$6.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC

ENGINEERING SERVICES

Administrative fee on 3rd party contracts	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit
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Tax supported budget: User Fees

Copy of Engineering Drawings and Plans (per sheet 24"x36")	T	\$5.00	No	December 31, 2016	\$5.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
As constructed Plans and Profiles - City Wide Per DVD/upload	E	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Approved for construction Plans and Profiles - Area Specific - per DVD/upload or by file size	E	\$30.00	No	December 31, 2016	\$30.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
MOE Environmental Assessment: Phase I Background Search (Letter only with pertinent information)	E	\$80.00	No	December 31, 2016	\$80.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
MOE Transfer review program				December 31, 2016				January 1, 2017	
Watermains	E	\$1,200.00	No	December 31, 2016	\$1,200.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Sewers	E	\$2,000.00	No	December 31, 2016	\$2,000.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Photocopies made for Public (price per copy - minimum \$2.00)	T	\$0.25	No	December 31, 2016	\$0.25	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Culvert Inspection	E	\$400.00	No	December 31, 2016	\$400.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Curb Cut/Fill Application	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Service Lateral application	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Service Lateral Administration Fee	E	\$30.00	No	December 31, 2016	\$30.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Sanitary Pipe Application Deposit Fee	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Storm Pipe Application Deposit Fee	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Water Pipe Application Deposit Fee	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Street Occupancy Permits	E	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Site Alteration Permit Fee (Base cost plus \$50 / hectare)	E	\$-	No	December 31, 2016	\$300.00	No	NEW	January 1, 2017	Cash, Cheque, Debit
Notes:									
1) Fees are due upon request of the service									
2) Fees are non-refundable, provided however that in respect of item #3 above, no person, partnership or corporation shall be required to purchase more than one copy of Engineering Part B Contract Specifications in any given year and if more than one copy of the document is inadvertently purchased in any given calendar year, the person, partnership or corporation may upon returning the document in its original condition receive a full refund of payment made for that copy.									
3) Payment is acceptable by cash or cheque.									
<u>PARKING SERVICES</u>									
Hourly Parking Rates									

Tax supported budget: User Fees

Monday-Friday									
Wilson St. Lot- 8 AM -6 PM	T	\$1.55	No	January 31, 2017	\$1.77	No	14.2%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
West Parkade - 8 AM - 6PM	T	\$1.55	No	January 31, 2017	\$1.77	No	14.2%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Macdonell St. Lot - 8 AM - 6 PM	T	\$1.55	No	January 31, 2017	\$1.77	No	14.2%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Baker St. Lot - 8 AM - 6 PM	T	\$1.55	No	January 31, 2017	\$1.77	No	14.2%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
East Surface Lot - 8 AM - 6 PM	T	\$1.55	No	January 31, 2017	\$1.77	No	14.2%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Wyndham St. Lot - 8 AM - 6 PM	T	\$1.55	No	January 31, 2017	\$1.77	No	14.2%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Event Parking-East and West Parkades & Baker Street Lot - Flat Fee	T	\$4.35	No	January 31, 2017	\$4.43	No	1.8%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Saturday Parking - All Lots and Parkades - Flat Fee	T	\$1.77	No	January 31, 2017	\$1.77	No	0.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Monthly Parking Permit Fees</u>									
<u>Off-Street</u>									
East & West Parkades	T	\$85.09	No	January 31, 2017	\$89.34	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Macdonnel St. Lot	T	\$85.09	No	January 31, 2017	\$89.34	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Wilson St. Lot	T	\$85.09	No	January 31, 2017	\$89.34	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Fountain St. Lot	T	\$54.69	No	January 31, 2017	\$57.42	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Baker St. Lot	T	\$85.09	No	January 31, 2017	\$89.34	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Neeve St. Lot	T	\$66.85	No	January 31, 2017	\$70.19	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Farmers' Market Lot	T	\$79.00	No	January 31, 2017	\$82.95	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Wyndham St. Lot	T	\$91.16	No	January 31, 2017	\$95.72	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Diplomat Laneway	T	\$79.00	No	January 31, 2017	\$82.95	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Arthur Street Lot	T	\$48.63	No	January 31, 2017	\$51.06	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Norwich St. Lot	T	\$36.47	No	January 31, 2017	\$38.29	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Gordon St. Lot	T	\$-	No	January 31, 2017	\$-	No	0.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>On-Street</u>									
Cardigan St Meters	T	\$51.06	No	January 31, 2017	\$53.61	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Priory St. Meters	T	\$-	No	January 31, 2017	\$-		0.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Woolwich St. Meters	T	\$51.06	No	January 31, 2017	\$53.61	No	5.0%	February 1, 2017	Cash, Cheque, Debit,

Tax supported budget: User Fees

									Visa, MC
Farquhar St. Meters	T	\$60.78	No	January 31, 2017	\$63.82	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Baker St. Meters	T	\$85.09	No	January 31, 2017	\$89.34	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Commercial St. Meters	T	\$-	No	January 31, 2017	\$-		0.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>On-Street Time Exempt</u>									
Surrey Street Time Exempt	T	\$54.69	No	January 31, 2017	\$57.42	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Freshfield Street Time Exempt	T	\$60.78	No	January 31, 2017	\$63.82	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Cardigan St East Time Exempt	T	\$48.63	No	January 31, 2017	\$51.06	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Farquhar St East time Exempt	T	\$48.63	No	January 31, 2017	\$51.06	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Other Permit Fees</u>									
Permit Deposit	T	\$28.94	No	January 31, 2017	\$30.39	Yes	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Permit Administrative Fee	T	\$57.89	No	January 31, 2017	\$60.78	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Permit Replacement Fee (due to normal wear & tear)	E	\$-		January 31, 2017	\$-	No	0.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Permit Replacement Fee (all other replacements)	T	\$28.94	No	January 31, 2017	\$30.39	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Advertising (electronic message Board West Parkade)</u>									
Greeting Message (inculdes setup fee, displayed for 48 hours max, no additional administration fee)	T	\$31.50	No	January 31, 2017	\$33.08	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Administration Fee (includes set up fee, applies to all weekly, monthly or yearly advertising, n/a to	T	\$57.89	No	January 31, 2017	\$60.78	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
advertising displayed for max of 48 hours)	T	\$-	No	January 31, 2017	\$-	No	0.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Weekly	T	\$57.89	No	January 31, 2017	\$60.78	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Monthly	T	\$200.00	No	January 31, 2017	\$210.00	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Yearly	T	\$1,736.44	No	January 31, 2017	\$1,823.26	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Changes to Message (after set-up is complete)	T	\$57.89	No	January 31, 2017	\$60.78	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
<u>Additional Fees</u>									
Administration fee (applies to all invoicing)	T	\$57.89	No	January 31, 2017	\$60.78	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC

Tax supported budget: User Fees

Parking Space Reserved	T	\$24.31	No	November 30, 2016	\$-	No	N/A		
Admin fee (for invoicing)	T	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Single Day	T	\$20.00	No	December 31, 2016	\$20.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Each additional day up to 6 days	T	\$10.00	No	December 31, 2016	\$10.00	No	0.0%	January 1, 2017	
7 Consecutive days	T	\$70.00	No	December 31, 2016	\$70.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Monthly - Consecutive	T	\$200.00	No	December 31, 2016	\$200.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Fleet Permits Yearly Fee Formula - .(see note 10)				January 31, 2017				February 1, 2017	Cash, Cheque, Debit, Visa, MC
Short Term Lot Permit (per day) (over 48 hrs and up to 7 days parking)	T	\$12.16	No	January 31, 2017	\$12.77	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
To Exempt Residential Parking Permit (residents by block face from the 1 or 2 hr time limit) (criteria must be met)	T	\$291.72	No	January 31, 2017	\$306.31	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
To exempt residents by block face from the overnight parking restrictions -(criteria must be met)	T	\$176.43	No	January 31, 2017	\$185.25	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
NSF Cheques (Permits)	E	\$57.89	No	January 31, 2017	\$60.78	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
NSF Cheques (Parking Tickets)	E	\$57.89	No	January 31, 2017	\$60.78	No	5.0%	February 1, 2017	Cash, Cheque, Debit, Visa, MC
Notes:									
1) Surface Parking Lot hourly fee - payable upon parking by cash									
2) Parkades - payable upon exit by cash									
3) Public Permits - payable monthly by post-dated cheque(to be provided in advance for the year) or pre-authorized deduction. Payment deducted 1st banking day each month									
4) Overnight and 2 hour parking permits - first year is payable before the permit is issued. Pro-rate fee from start month until year end (December 31) for overnight permits only. Both automatically renewed every January unless written notice from permit holder 30 days prior to cancelling permits									
5) Hourly rates for meters - pay when you park at rates and times listed on meter									
6) Unless otherwise stated, no fees are refundable									

Tax supported budget: User Fees

7) The Permit Deposit will be returned to the permit holder upon return of the permit to the City in good condition. Payments made for permits are non-refundable									
8) Payment for permits shall be made by cheque, bank draft, cash, credit or debit cards									
9) Permit deposit, Administration and Replacement Fees are applicable to all public permits									
10) Formula is: (Percentage of time fleet vehicles are in downtown area based on 302 days per year x number of vehicles in fleet x current meter rate* number of hours) (minimum 2 hours) less 30% discount plus applicable taxes									
11) East parkade - Permit parking only Monday to Friday. Free for public after 5pm Monday to Friday, holidays and weekends									
TRAFFIC INVESTIGATIONS									
Review/process application for Oversized Load Permit HST exempt)	E	\$56.23	No	December 31, 2016	\$57.35	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Review/process application for Special Events Permit (+ \$100 deposit)(Deposit variable up to \$1000 HST exempt)	E	\$51.00	No	December 31, 2016	\$52.02	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Traffic Count	T	\$102.00	No	December 31, 2016	\$104.04	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Service Club Sign Advertising (per year)	T	\$129.33	No	December 31, 2016	\$131.92	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Collision Stats (per hour)	T	\$56.23	No	December 31, 2016	\$57.35	No	2.0%	January 1, 2017	Cash, Cheque, Debit, Visa, MC
Notes: 1) The above-noted fees do not include the search and registration costs in the Land Registry Office, which costs are set by the Province and are in addition to any fees imposed by this By-Law 2) Payment for Service Club signs are payable within 21 days of receipt of invoice 3) All other fees are payable immediately when service is requested or application submitted 4) Payment must be made by cash or cheque or credit card									

Tax supported budget: User Fees

5) The \$100 deposit for Special Event Permits is non refundable if the City must repair damage or remove litter resulting from the event									
BUILDING SERVICES									
Property Information Reports									
- Zoning Report	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
- General Inquiry Report	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
- Building Information Report	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Vehicle Sales / Occasional Use Letters	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
2 nd Unit Replacement Letter	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Technical Standards & Safety Authority Letter	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Liquor License Letter	E	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Zoning Letter Regarding Use	E	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Daycare Centre License Letter	E	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Grow Operation Inspection Fee	T	\$300.00	No	December 31, 2016	\$300.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit
Other Approval Letters	E	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Routine Disclosure Fees (MFIPPA):									
- Copy of Survey Plan	T	\$20.00	No	December 31, 2016	\$25.00	Yes	25.0%	January 1, 2017	Cash, Cheque, Debit
- Property File Search (\$20.00 for first 1/2 hour and \$15.00 for every 1/4 hour thereafter	T	\$20.00	No	December 31, 2016	\$25.00	Yes	25.0%	January 1, 2017	Cash, Cheque, Debit
<u>Telecommunication Towers and/or Antennas</u>									
When Public Consultation is not required	E	\$300.00	No	December 31, 2016	\$300.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
When Public Consultation is required	E	\$600.00	No	December 31, 2016	\$600.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
<u>Sign Permits</u>									
Building and Freestanding Signs									
- Sign are less than/equal to 10 m2	E	\$200.00	No	December 31, 2016	\$200.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
- Sign area greater than 10 m2	E	\$400.00	No	December 31, 2016	\$400.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Mobile and Banner Signs for each 30 consecutive calendar day period as set out in the Sign By-law	E	\$85.00	No	December 31, 2016	\$85.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Credit Card Online Only
Portable Sign									

Tax supported budget: User Fees

- Per Calendar Year	E	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Credit Card Online Only
- A permit purchased on or after July 1st Banner Sign on the Norfolk pedestrian overpass	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
-up to 2 weeks	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
-up to 4 weeks	E	\$100.00	No	December 31, 2016	\$100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Sign By-law variance fee	E	\$1,100.00	No	December 31, 2016	\$1,100.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Additional administration fee - 50% of permit fee where sign erected to permit issuance	E	VARIES	No	December 31, 2016	VARIES	No	0.0%	January 1, 2017	Cash, Cheque, Debit
<u>By-laws</u>	-								
Zoning By-law	T	\$100.00	No	December 31, 2016	\$100.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit
Sign By-law	T	\$25.00	No	December 31, 2016	\$25.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit
Photocopies made for Public - small (per page - minimum \$2.00)	T	\$0.25	No	December 31, 2016	\$0.25	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit
Photocopies made for Public - Large (per page)	T	\$5.00	No	December 31, 2016	\$5.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit
Building Statistical Reports	T	\$25.00	No	December 31, 2016	\$25.00	Yes	0.0%	January 1, 2017	Cash, Cheque, Debit
<u>Administration Fee</u>									
Culvert Administration Fee	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Damage Deposit Building Services	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Credit Card Online Only
Damage Deposit Operations Department	E	\$50.00	No	December 31, 2016	\$50.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit, Credit Card Online Only
Work Order Administration Fee	E	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
2nd Unit Registration Fee - New	E	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
2nd Unit Registration Fee - Existing	E	\$300.00	No	December 31, 2016	\$300.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Lodging House Certification Fee - New	E	\$150.00	No	December 31, 2016	\$150.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Lodging House Certification Fee - Existing	E	\$300.00	No	December 31, 2016	\$300.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Curb Cut/Fill Administration Fee	E	\$25.00	No	December 31, 2016	\$25.00	No	0.0%	January 1, 2017	Cash, Cheque, Debit
Notes:									
1) Fees are due upon request of the service									

Tax supported budget: User Fees

2) Payment is acceptable by cash or cheque.									
<u>SOLID WASTE RESOURCES</u>									
Bulky Item: First Item (or Tires up to 4 tires, \$10 for each additional tire or Yard Waste per bag up to 10 bags, \$2 for each additional bag or Christmas Tree)	T	\$32.00	No	December 31, 2016	\$33.00	No	3.1%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Bulky Item: Additional Item	T	\$26.00	No	December 31, 2016	\$27.00	No	3.8%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Cart - Extra Large (360 Litre)	T	\$45.00	No	December 31, 2016	\$52.00	No	15.6%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Cart - Large (240 Litre)	T	\$41.00	No	December 31, 2016	\$48.00	No	17.1%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Cart - Medium (120 Litre)	T	\$28.00	No	December 31, 2016	\$32.00	No	14.3%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Cart - Small (80 Litre)	T	\$25.00	No	December 31, 2016	\$27.00	No	8.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Cart Delivery	T	\$20.00	No	December 31, 2016	\$20.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Cart Exchange at 110 Dunlop Drive	T	\$15.00	No	December 31, 2016	\$15.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Cart Exchange at Residence	T	\$35.00	No	December 31, 2016	\$35.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Composter	E	\$42.00	No	December 31, 2016	\$45.00	No	7.1%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Electronics: VCR, Stereo, Small Portable TV, Telephone	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Tires without Rims (motorcycle, car & light truck) up to 4 tires per visit (\$10 for each additional tire)	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
<u>Tip Fee Per Tonne</u>									
Mixed C&D	E	\$70.00	No	December 31, 2016	\$70.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Mixed Waste	E	\$5.00 min-\$75.00	No	December 31, 2016	\$10.00 min-\$75.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Yard Waste / Brush - Commercial (\$10 min)	E	\$5 min-\$60.00	No	December 31, 2016	\$10.00 min-\$70.00	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Metal (not requiring refrigerant pump down)	E	FREE		December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Recyclable Electronics	E	FREE		December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Appliances Requiring refrigerant pump down	E	\$20/item	No	December 31, 2016	\$20/item	No	0.0%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Recyclables (Paper, cardboard, containers)	E	FREE	No	December 31, 2016	FREE	No	0.0%	January 1, 2017	FREE
Yard Waste / Brush Residential (under review)	E	\$5.00	No	December 31, 2016	\$-	No	(100.0%)		Cash, Debit, Visa, MC, Amex
<u>Dedicated C&D Materials</u>									
- Asphalt Singles	E	\$68.00	No	December 31, 2016	\$73.00	No	7.4%	January 1, 2017	Cash, Debit, Visa, MC, Amex

Tax supported budget: User Fees

- Concrete/Rubble	E	\$55.00	No	December 31, 2016	\$60.00	No	9.1%	January 1, 2017	Cash, Debit, Visa, MC, Amex
- Clean Wood	E	\$60.00	No	December 31, 2016	\$65.00	No	8.3%	January 1, 2017	Cash, Debit, Visa, MC, Amex
- Drywall	E	\$60.00	No	December 31, 2016	\$65.00	No	8.3%	January 1, 2017	Cash, Debit, Visa, MC, Amex
Notes: 1) All fees listed are for within the City/Municipality and are not taxable (unless otherwise indicated) but all loads from other sources (i.e., County of Wellington, other Counties, Cities, Regions) would be the same base rate and they are taxable.									

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Expansions

The following list summaries 2017 expansions. Collectively, these expansions will help improve the health and safety of the community, help the City to meet legislative requirements, improve service delivery and find efficiencies for departments.

Position Name	FTEs	2017 Total	2018 Total	2019 Total	page
Paramedics-Erin Township	4	\$351,800	\$181,500	\$185,800	257
Development Engineer	1	\$124,300	\$114,300	\$116,600	259
Corporate Mobility Specialist	1	\$113,000	\$103,400	\$105,400	261
Business Development Research and Information Officer (3 year contract)	1	\$131,800	\$113,800	\$115,800	265
Fleet Supervisor	1	\$38,450	\$31,350	\$33,350	269
Mobility Dispatch	1	\$83,700	\$84,500	\$86,200	271
Planner 1 – Policy	1	\$47,700	\$49,000	\$51,000	273
Corporate Analyst – Non-tax*					277
Total	10	\$890,750	\$677,850	\$694,150	

*The Corporate Analyst is funded through the Non-tax-supported operating budget.

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Tax supported budget: Expansions

Paramedics—Erin Township

Service Area: Public Services

Department: Emergency Services

Category: Service Investment; Safety/Risk

Corporate Connection: OUR **SERVICES**

Number of FTEs 4

Budget impacts

Year	Expense	Funding Source
2017	\$351,800	Tax-supported
2018	\$181,500	Tax-supported
2019	\$185,800	Tax-supported

Overview of request

Emergency Services' Paramedic Services division provides Land Ambulance service to the City of Guelph and the County of Wellington. One of the main performance indicators for the service is the response time to emergency medical calls.

Response times to critical injuries and severe illnesses can have an impact on patient outcomes. The service's overall response times are reported to Council and to the Ontario Ministry of Health, but response times in each lower tier municipality in the County of Wellington are not reported. These response times vary across the County based on ambulance staffing.

The current staffing in Erin Township is limited to 12 hours per day, from 11 a.m. to 11 p.m. A recent review by an expert consultant, on behalf of the City, found that paramedic service is reaching the highest priority calls within eight minutes only 19.4 per cent of the time (compared to 79 per cent of the time in the City of Guelph).

The consultant report will indicate that increasing staffing to 24 hours per day in the Township of Erin station will improve that compliance by 16 per cent in that area.

The consultant report will form part of a five-year master plan for the paramedic service, and will include other enhancements over a period of time as call volume and population continue to grow.

As reflected in the quantitative info, Guelph Wellington Paramedic Services is funded as a partnership with the Province of Ontario and County of Wellington. The Province pays an amount equivalent to 50 per cent of the approved budget from the previous year. Of the remaining costs, Wellington County pays approximately 40 per cent and the City pays 60 per cent.

Tax supported budget: Expansions

Benefits

Response times are important for a paramedic service in order to ensure timely and effective pre-hospital patient care. The most serious, CTAS 1 category of patients includes patients that are unstable and require immediate care to prevent death. Examples include cardiac arrest, unconsciousness, choking and severe injuries.

The Heart and Stroke Foundation of Canada highlights the need for rapid paramedic response to cardiac emergencies. It refers to a “Chain of Survival” for victims of cardiac arrest. In this model, the best chance of survival from cardiac arrest occurs when CPR and defibrillation are started early and then paramedic care arrives at the patient within 10 minutes.

The impact of the proposed enhancements is related to the improved outcomes of patients suffering from medical emergencies in our community.

Risks of not proceeding with request

During the 12-hours per day when the service is not staffed in Erin Township, crews from neighbouring jurisdictions, from both within and outside Wellington County, will continue to respond to medical emergencies. Response times in Erin Township will continue to fall below our targets, and drawing ambulances from outside the Township will negatively impact response times in those areas as well.

Response times to medical emergencies in the City of Guelph and County of Wellington will not compare favourably with ambulance services in other similar communities. The response times in the lower tiered municipalities in Wellington County will continue to be inequitable.

The Emergency Services management team has worked diligently and continues to work to maximize the efficiency of available resources by keeping abreast of best practices in ambulance deployment and initiatives to reduce response times.

Options Considered

Ambulance Services can be outsourced. The expected costs of this service would be higher, with minimal if any improvement in performance.

Tax supported budget: Expansions

Development Engineer

Service Area: Infrastructure, Development
and Enterprise Services

Department: Engineering and Capital
Infrastructure Services

Category: Service Investment

Corporate Connection: OUR **SERVICES**

Number of FTEs 1

Budget impacts

Year	Expense	Funding Source
2017	\$124,300	Tax-supported
2018	\$114,300	Tax-supported
2019	\$116,600	Tax-supported

Overview of request

This expansion request is to hire an additional Development Engineer to improve service levels by expediting the engineering review process for development applications, with a particular focus on subdivision applications. The role will be required to:

- review/approve technical engineering plans and studies as they relate to Plans of Subdivision (primary responsibility),
- review/approve technical engineering plans and studies as they relate to development applications such as site plan, zoning bylaw amendment, official plan amendment, and condominium,
- review/comment on engineering aspects of Committee of Adjustment applications, including variances and severances,
- complete site inspections, when needed, to further evaluate a development application,
- provide technical information for other City departments and external customers, and
- perform other related duties as assigned, such as environmental or infrastructure engineering work.

It is anticipated that in 2017 and beyond, the costs associated with creating this position will be substantially funded through updated development application review fees. A fee review is presently underway, and is expected to be presented to Council in 2017.

Benefits

As part of the Integrated Operational Review (IOR) project, the City has been working to improve the overall development approval process. While the City has made progress in streamlining the development approval process and understanding business operations and timelines, there is an

Tax supported budget: Expansions

opportunity and desire from the development industry to deliver faster service. The Development Engineer position has been a request of the development community for several years. Most recently, the position was identified at the September 19, 2016 Guelph Wellington Developers Association (GWDA) and City of Guelph Liaison Meeting. GWDA prepared a list of suggested improvements, and item F.1 required additional capacity to improve the level of service with respect to the review time for engineering review of Plans of Subdivision.

Presently, the average review time is 10 to 12 weeks, and has been as high 20 or more weeks depending on the volume of applications. Neighbouring municipalities such as Kitchener, Waterloo and Cambridge typically maintain subdivision engineering review time in the three to six week range depending on staff levels and department organization.

The Development Engineer will improve the review time for a Plan of Subdivision submission by approximately four weeks on a typical file. This means the expected review time target for engineering review of a Plan of Subdivision would improve to six to eight weeks. This improvement will have a significant positive impact for the development community, as each submission will receive engineering comments more expeditiously, so over the course of a project with multiple submissions, the net time gained for a developer could be several months. By moving to this level of service, the City's development engineering review time for subdivisions would become more comparable to neighbouring municipalities such as Kitchener, Waterloo, and Cambridge.

As well, the Development Engineer will allow the development engineering team to be more nimble and responsive to ensure expected review times can be maintained during periods of uncontrollable increases in other types of development applications such as site plan, or zoning bylaw amendments.

Risks of not proceeding with request

The current level of service would be maintained, which will continue to provide a low level of service to the development community. This can cause unnecessary pressure on City staff (engineering, planning, and other departments) to complete reviews in unconventional ways that may vary from standard procedure to meet demands for development growth for the City. The timing for development application review has a direct economic impact on the developer. If the level of service remains at its current state, developers may consider other municipalities instead of Guelph.

The City could hire a consultant at the developers cost to complete reviews when the volume of applications creates a backlog and extends review time beyond unacceptable levels. Concerns with this approach include increased cost to developers, quality of review (protecting the City's interests), and extra time for City staff to cross check the consulting engineer's work before issuing approval.

Options Considered

In addition to hiring a consultant as described above, the use of existing staff was considered. However, internal staff who have the required technical skill set to complete this job are already functioning at maximum capacity and are required to perform existing functions within mandatory time cycles for the majority of their work, which doesn't allow for substantial work load sharing/distribution.

Tax supported budget: Expansions

Corporate Mobility Specialist

Service Area: Corporate Services

Department: Information Technology

Category: Efficiency; Safety/Risk

Corporate Connection: OUR **SERVICES**

Number of FTEs 1

Budget impacts

Year	Expense	Funding Source
2017	\$113,000	Tax-supported
2018	103,400	Tax-supported
2019	105,400	Tax-supported

Overview of request

This expansion would enable the transfer of responsibility for the management and support of the corporate Mobile fleet from the IT Asset Control Officer, enabling the IT Asset Control Officer to focus on managing and maintaining the City of Guelph's corporate IT assets.

The role of IT Asset Control Officer was first established in 2001. Since its establishment the roles and responsibilities of the IT Asset Control Officer have grown significantly and need to be segmented into two distinct roles.

In 2001, the City had an IT inventory of less than 400 PCs, less than 20 mobile devices and only maintained software licensing for a few corporate applications. Over the last 15 years, the demand for technology has exploded. Demand for new technology and new ways to utilize technology are expected to continue growing. The City's current landscape includes over 1,025 computers which include desktops, laptops and tablets. With the reduced cost and quick adaptation of mobile technology the City's mobile device fleet has grown to over 920 in 2016. This number is expected to continue to grow as the City leverages mobile technology to deliver better more efficient services internally and its citizens.

Mobile Device Growth		
Year	Number of devices	Per cent increase
2001	20	-
2014	687	3,335%
2015	735	7%
2016	920	25%

Tax supported budget: Expansions

Benefits

This expansion will allow the IT Asset Control Officer to effectively manage the City's IT assets. In the current landscape the IT department cannot effectively manage the corporate IT assets. The existing position is completely over loaded. The department is working reactively to need and is not able to complete tasks that are paramount to asset management such as:

- oversight of IT stock room,
- inventory verification and reconciliation,
- regular warranty and repair of IT assets,
- software license management,
- purchasing and documentation of IT assets, and
- housekeeping and proper organization of IT Stockroom.

This position will allow the Mobility Specialist to focus on managing and maintaining the corporate mobile fleet as well as shaping the City's mobile direction moving forward. With the explosion of mobile technology the demand for mobile solutions has increased exponentially. Mobile devices are no longer limited to cell phones and smart phones. The City now employs mobile technology for fleet vehicles, transit buses, fire trucks, ambulances, parking meters, grass cutting, Water/Wastewater SCADA systems, garbage bins and parks sprinkler control systems to name a few. This trend is expected to continue growing with smart city initiatives and the internet of things.

The City has several technology initiatives that are dependent on this role. Without the available job cycles it will be very difficult, if not impossible, to implement:

- transition from Blackberry to Apple and Android Mobile devices,
- BYOD (Bring Your Own Device),
- support for new technology initiatives involving mobility,
- expanded mobility usage through the EAM (Enterprise Asset Management) Implementation,
- Kronos,
- 311 GIS,
- corporate voice on mobile,
- ticketless parking, and
- traffic Light control.

Risks of not proceeding with request

If this expansion is not approved there is a substantial risk in several key areas.

- IT asset management – there is a significant risk of the City losing assets, overspending and inaccurately budgeting for lifecycle. This is caused by the inability to perform industry best practice tasks in regards to asset management. The IT department does not have the available job cycles to perform the following tasks on any sort of regularity. They are performed on an ad-hoc basis and primarily only when there is an urgent need.
- Documentation and inventory of new assets – not all assets utilized by the IT department are inventoried only large value assets order by IT asset control officer
- Tracking assets once deployed

Tax supported budget: Expansions

- Processing warranty claims for failed assets
- Lack of oversight and organization for IT stockroom

The City faces a substantial risk in regards to software management. The City utilizes many different software applications for many different purposes. Each application has its own ever changing licensing and dependency model. Without an internal expert with the capacity to track, audit and report on the current software and licensing state. The City is at serious risk of being non-compliant for major software application(s). Depending on the application if found to be non-compliant the City would be forced to pay amounts in the range of \$10,000 to \$100,000 in software licensing costs/fines.

The IT department has been experiencing increasing delays in the amount of time it takes to procure new IT assets. As delays continue to increase there is a substantial risk that departments will start to look for ways to source the IT hardware and software on their own. This also negatively impacts the perception of IT by the corporation.

A substantial risk is presented in terms of burn out and for the IT asset control officer, due to constant pressure and unrealistic expectations.

Corporate Mobility

The City is in a period of rapid adoption in regards to mobility and mobile solutions. Technology is changing the ways that people have the ability to work. Technology is also enabling the City to connect and automate more things than they ever thought possible. The City needs to position itself to allow adaption and quick rollout of new technology to take advantage of new mobile solutions and opportunities. The most imminent ones were listed in the previous section.

Without a dedicated Mobility Specialist the City will not have the expertise or the capacity to be able to take advantage of these initiatives.

The City is at a critical point in terms of supporting our existing mobile systems and solutions. Over the last three years, mobility has grown over 34 per cent. All indications suggest that this growth will continue.

If this expansion is not approved, not only will the City not be able to support and expand existing technology, the Corporation will lose the ability to adopt new technology and introduce operational efficiencies inherent in implementing a mobility platform. This will result in the loss of talented employees as they start to demand the work flexibility that mobile solutions provide.

To mitigate the risk a work-around would be to hire a temporary IT Asset Control Officer. However, this will only be a temporary solution and can only be implemented for a six month period.

As the workload is only expect to expand in foreseeable future this will not be an effective solution. Several other alternatives have been implemented but have not been effective means of dealing with the work load. They have been listed in the following section.

Options Considered

Several alternatives have been applied to reduce the workload on the IT Asset Control Officer. They have not been sufficient to reduce workload or be able to eliminate the need for this position.

1. The process of physically documenting and inventorying new hardware has mostly been transitioned to after business hours as over time
2. Corporate Telephony Billing has been transitioned to the IT admin assistant
3. Service level timelines for providing mobile device support have been extended
4. A portion of providing support for corporate mobile devices has been spread across the IT service desk staff
5. The work involved in auctioning IT equipment was partially transferred over to a 3rd party vendor
6. IT processes have been updated to have service desk staff perform their own updates to the IT asset database when assets are moved or re-allocated. This was always the responsibility of the IT asset control officer.

Tax supported budget: Expansions

Business Development Research and Information Officer

(3 year contract)

Service Area: Infrastructure, Development
and Enterprise Services

Department: Business Development and
Enterprise

Category: Efficiency - Strategic/
Council Shared Agenda

Corporate Connection: OUR **SERVICES**

Number of FTEs 1

Budget impacts

Year	Expense	Funding Source
2017	\$131,800	Tax-supported
2018	113,800	Tax-supported
2019	115,800	Tax-supported

Overview of request

Business Development and Enterprise is tasked with collecting, managing and disseminating a variety of economic development, downtown renewal, real estate and community energy information and data in order to:

- respond to council, business, investment and community requests,
- manage public and community assets,
- develop compelling investment attraction proposals and marketing collaterals,
- gather business intelligence to develop proactive and strategic approaches to investment attraction, and
- identify corporate and capital priorities and develop policy directions that advance local community and economic development and creates revenue for the City.

Currently, the department has access to some external sources of information and uses databases to collect client contacts, investment leads, industrial and commercial real estate properties, economic and market research, business retention and expansion survey responses, that are not well integrated and managed. The department lags in response times to both internal and external requests due to the lack of ready to use information and analysis, as well as a dedicated resource who can research, organize and manage the information, impacting the level of customer service the department can provide and the ability to respond in a timely manner to investment requests, some of which are multi-million dollar deals.

Additionally, the current information and data available to the department is not complete, out of date or optimally used and analyzed to help the corporation make informed and actionable business

Tax supported budget: Expansions

decisions, as it relates to investment, managing public assets and community and economic development. The data that is currently available needs to be further supplemented through purchased data sets from Statistics Canada, Nielsen Reports and others which could not be budgeted for in past operational budgets without impacting core services and programs. Along with the purchase of data sets, the department also requires a staff resource to manage, integrate, organize and analyze data for corporate and external client needs.

Core duties and responsibilities of this position

- Support Business Development and Enterprise staff through research, data collection, analysis and report writing
- Perform regular maintenance, data entry and updates to databases (CRM, Real Estate, Business Retention and Expansion Survey, Business Data/Mapping, etc.)
- Identify both internal and external information sources for the department
- Carry out research including market and economic development research, internet searches, literature reviews, best practices, telephone surveys, onsite surveys, research forums and round tables and other through other sources
- Assist staff in the preparation of Requests for Information and related information for investment prospects and inquiries
- Interact with IT staff to identify and implement data management tools and programs
- Conduct data analysis and delivers statistical and analytical reports and presentations
- Present research results for policy development and corporate and capital project decision making
- Develop information for presentations and collaterals and supports BDE marketing needs
- Respond to ad hoc internal and external client requests for data, graphs, City information, etc.
- Assist in training staff in the use of research tools, databases and resources as required

Benefits

Currently, most of the functions described above are carried out on a reactive rather than proactive basis. In the absence of this position and up to date data, this work is not carried out which leads to poor decision making, inferior investment proposals, inability to respond to our clients' needs and in some cases, professional staff carrying out this work, while neglecting their core responsibilities related to downtown renewal, business retention and expansion, investment attraction, land sales and marketing. Additionally, because the department does not have a staff person who manages information into a central repository, information is often out of date, inaccurate or incomplete creating a greater work load and further time delays for staff who are trying to assess correct information.

Several times throughout the year, the department receives requests for information (RFIs) from investment prospects actively searching for communities to invest in. These investments are valued anywhere from \$1 to \$50+ million. Staff is often required to provide this information within 48 to 72 hours. As a result of not having readily accessible information, RFI submissions are often incomplete due to inability to source information on time, leading to lost investment opportunities for the City. It has been highlighted by a site selection consultant in a recent municipal comparator report and RFI

Tax supported budget: Expansions

assessment that several of Guelph's recent RFI submissions needed improvement and information provided was subpar. As well the RFI was missing information specifically requested by the client because staff did not have the means to collect this information in a quick turn-around to meet the submission deadlines.

Having access to up-to-date data sets and a dedicated staff person allocated to research, collection and management of information, department staff and council are better able to:

- make appropriate business and financial decisions,
- effectively and efficiently implement their projects and programs,
- respond to client and investment needs and requests in timely manner, and
- access information needed to market Guelph and attract investment prospects to the City.

For the last six months the Business Development and Enterprise department has established a "trial" Business Development and Enterprise Researcher Position on a temporary basis, with additional funds resulting from staff vacancies. To date this position has created a number of departmental efficiencies such as:

1. Establishing data collection process to provide reliable and up to data on Industrial and Commercial real estate, for sale or lease in Guelph that can be used in Request of Information submissions and shared with over 100 investment leads and inquiries that the Economic Development Office works with each year. This promotional tool has also led to a Hanlon Creek Business Park land sale.
2. Budget Tracking Efficiencies – developed a streamlined and integrated Business Development and Enterprise budget tracking system that improves decision making and operational variances.
3. Film Sector Research – Economic Development handles over 40 film inquiries per year requiring a significant amount of staff time to manage. Best practice research has identified possible revenue models for the City that the department is further investigating.
4. Established a framework for metric tracking of Downtown Secondary Plan targets and establishing baseline data for Parking Master Plan that will assist Council and Senior Management in corporate decision making.

Risks of not proceeding with request

Should the status quo be maintained, City staff will not be able to respond to inquiries accurately and quickly and the City loses ability to maintain its competitive advantage against other communities for investment. For Council and senior managers, without accurate and up to date information, it limits our ability to make sound business and financial decisions for community and investment projects. Additionally, having this position vacant will require the department to outsource where possible, the work on a part-time consulting basis, which is often more costly than hiring a FTE position for the same work and skill set. In some cases, studies may also be required to collect this information, which extends decision making timelines and is a more costly endeavour than hiring a FTE staff person to carry out this work on a regular basis so that information can be readily available. Finally, due to the unexpected nature of many of these requests for information, it will often require a reallocation of core program budgets, will continue to impact staff's ability to service customers and investment prospects.

Tax supported budget: Expansions

Options Considered

1. Create the position
2. Outsource this work and conduct a study/ hire a consultant to carry it out at a higher cost, requiring the department to eliminate Business Development and Enterprise budgeted programs
3. Carry on "status quo"

Tax supported budget: Expansions

Fleet Supervisor

Service Area: Public Services

Department: Operations

Category: Service Investment - Safety/Risk

Corporate Connection: OUR **SERVICES**

Number of FTEs 1

Budget impacts

Year	Expense	Funding Source
2017	\$38,450	Tax-supported
2018	\$31,350	Tax-supported
2019	\$33,350	Tax-supported

Overview of request

The current supervision model for Fleet Services Division is three supervisors rotating through three shifts and splitting their time for each shift between the Operations and Transit fleets. This model is not sustainable. Supervisors need to be assigned permanently to one of the facilities. Currently, there is no supervision oversight for staff working the afternoon shift at Transit. This expansion would provide supervision for both the day and afternoon shifts at both locations. This would leave the midnight and weekend shifts at Transit unsupervised; however, the majority of the staff is scheduled for day or afternoon shifts during the week.

Benefits

Having more supervisor coverage will greatly improve Fleet Service's ability to deliver better service to Transit Operations by closely monitoring employee activities/productivity. It will also ensure due diligence in regards to managerial oversight and health & safety oversight.

Risks of not proceeding with request

The City assumes considerable due diligence risk, and health and safety risks, whenever there are numerous front-line staff working without managerial oversight. To mitigate risk with current limited supervision in the Fleet Services division, the City should make every effort to maintain proper service supervision levels.

Options Considered

There only alternatives to consider that this time is to continue with the status quo. This option is not recommended.

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Tax supported budget: Expansions

Mobility Dispatch

Service Area: Public Services

Department: Guelph Transit

Category: Service Investment - Legislative

Corporate Connection: OUR **SERVICES**

Number of FTEs 1

Budget impacts

Year	Expense	Funding Source
2017	\$83,700	Tax-supported
2018	\$84,500	Tax-supported
2019	\$86,200	Tax-supported

Overview of request

Guelph Mobility currently has two full-time mobility dispatch positions. In accordance with the AODA legislation, dispatch hours have been extended until three hours prior to conventional service ending each day. The Mobility Dispatch division needs to add one full-time equivalent to facilitate weekend dispatch. This expansion will increase service delivery for customers, enabling them to book through the weekend. The AODA legislation requires transit service providers to remedy service disparities as soon as possible. This expansion will enhance Guelph Mobility customers' experience, satisfy AODA regulations and decrease the Monday morning call volume.

Benefits

Hiring of one FTE will allow Guelph Mobility to enhance booking availability throughout the weekend. Mobility clients have been frustrated with limiting booking times within the current model and this FTE will enhance and increase customer satisfaction.

Risks of not proceeding with request

The AODA requires public transit service providers to meet the target of booking mobility trips up to three hours prior to conventional service ending. In order to facilitate this legislative requirement mobility service must extend dispatch hours.

There are no known mitigation strategies.

Options Considered

Alternatively the entire dispatch function could be outsourced to a contractor position; however, with enhanced mobility software being initiated this was not determined to be a viable option as the City would have less control over customer service and other enhancements.

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Tax supported budget: Expansions

Planner 1 - Policy

Service Area: Infrastructure, Development
and Enterprise Services

Department: Planning, Urban Design and
Building Services

Category: Service Investment -
Strategic/Council Shared Agenda

Corporate Connection: OUR **SERVICES**

Number of FTEs 1

Budget impacts

Year	Expense	Funding Source
2017	\$47,700	Tax-supported
2018	\$49,000	Tax-supported
2019	\$51,000	Tax-supported

Overview of request

This position would be involved in a range of policy planning projects including research, policy formulation, preparation of reports and presentations on policy planning issues with a focus on quality customer service and continuous improvement processes.

The addition of a new FTE for the department was one of the 23 recommendations of the Integrated Operational Review (IOR) project. While the IOR project recommended a Planner II position, following review of the departmental work plan and the resource needs and capacity of our staff complement, it is recommended that a Planner 1 position be added to the team to fill the identified gap in the team structure. The Planner 1 position would provide support to the Senior Planners on the team and allow the senior planners to focus on project management, strategic advice and complex matters. This will allow for more robust project planning and ensure that staff skills and expertise are used appropriately and that overall work plans and project timelines can be maximized/reduced and that use of external consultants can be reduced through the use of internal staff.

The work program for the department has expanded in recent years with the introduction of revised provincial legislation and plans. Through the update to the City's Official Plan, Council approved a policy framework that is aligned with provincial requirements and which now needs to be implemented. This expansion to our work program and legislative requirements cannot be met with our current staff complement.

Tax supported budget: Expansions

Benefits

The creation of a new Planner 1 - Policy would address the current capacity issues related to complex policy projects and would enhance the team based approach used to undertake these projects. The position would focus on the following matters:

- Draft policy and guidelines related to policy planning issues
- Conduct research, formulate policy and planning reviews with respect to a wide variety of planning matters including Official Plans, the Zoning By-law, secondary plans and special studies
- Participate in internal and external public and stakeholder consultation including public meetings and workshops
- Collect data, monitor and dissemination planning information

As such, the Planner 1 provides a supportive role to the senior planners, which allows the team to be more resilient, allows for mentorship and career development among team members, enhances the quality and delivery of policy planning projects and improves the ability of the team to respond to inquiries and address Council directions.

Risks of not proceeding with request

Should this request not be approved, there is a risk of:

- Increased need to use external consultants to conduct policy planning projects due to inadequate staffing of the team to address the legislative requirements and Council directions with respect to policy planning matters and implementation of the City's Official Plan
- Inefficient use of senior staff resources as they currently have and would continue to have inadequate support for major/complex projects
- Inability to respond to internal City department requirements for data/planning information to input into their studies/master plans in a timely or efficient manner
- Recommendation 1 of IOR would not achieved
- Loss of staff resources due to turnover and decreased employee engagement due to continued workload and capacity issues
- Policy projects delayed, provincial deadlines missed due to insufficient staff resources
- Potential for corporate-wide impacts on projects/initiatives that require timely inputs/directions from policy planning (e.g. infrastructure master plans, development charge updates, facilities planning)

Tax supported budget: Expansions

Options Considered

Alternatives include:

- Increasing the annual capital budget which would allow the use of external consultants to complete legislated and Council directed work; and/or
- Extending work plan timeframes and delaying policy plans that support growth and development in the City which would thereby affect other City departments along with the development community.

The department could also maintain status quo which would not address the identified capacity and staff resource issues on our team.

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Tax supported budget: Expansions

Corporate Analyst – Non-tax

Service Area: Corporate Services

Department: Finance

Category: Service Investment –
Strategic/Council Shared Agenda

Corporate Connection: OUR **SERVICES**

Number of FTEs 1

Budget impacts

Year	Expense	Funding Source
2017	\$109,600	Non-tax-supported
2018	\$107,100	Non-tax-supported
2019	\$109,100	Non-tax-supported

Overview of request

This position would be fully dedicated to the support of all non-tax-supported City services (Water, Wastewater, Courts, Ontario Building Code and storm water, which is new in 2017), and accommodate capacity required in Finance to sign-off on all Council reports as per an audit recommendation. This position would then be the key contact for all departmental reports.

This position would add analytical rigor to improve the City's financial integrity and promote financial sustainability.

Benefits

By adding this position, the department will:

- Provide additional transparency; total cost of the position allocated to non-tax supported services; as opposed to portions of multiple analysts costs being allocated;
- Add efficiency within the budget division;
- Ensure the costs of providing service and/or revenue streams are estimated correctly and with reasonable and defensible assumptions;
- Enable improved budget estimates and potentially reduces budget variances;
- Add strong financial support to service provision knowledge and experience;
- Improve public perception and trust;

Tax supported budget: Expansions

- Shorten the budget cycle, saving time and resources across the entire corporation, through the additional capacity in finance;
- Foster business process improvements; and
- provide technical assistance on financial systems.

Risks of not proceeding with request

Should this request not be approved, there is a risk of:

- chronic budget variances;
- continued public distrust with respect to the City's financial integrity; and/or
- additional capacity constraints on currently overextended budget resources.

Options Considered

The responsibilities that would fall to this position can be shared among existing Tax Supported Analysts; however, the concerns with this approach include:

- Increased workload on existing staff, which leads to reduction of staff morale and limiting ability to retain staff;
- The position requires constant collaboration, interaction and spending time with the departments; and
- Temporary help reduces the ability to foster process improvement.

Tax supported budget: No-cost expansions

No cost expansions

The following expansions have been approved by City administration, under the delegated authority of the Chief Administrative Officer. These three FTE positions already have funding in place and therefore are no cost expansions.

Position Name or Activity Requested	FTE 2017 Impact
Bylaw Clerk	1
Parks and Forestry Operations Coordinator	1
Deputy Fire Chief	1
Total	3

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Local Boards and Shared Services Strategy

2017 approved Capital and Operating Budget



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Introduction

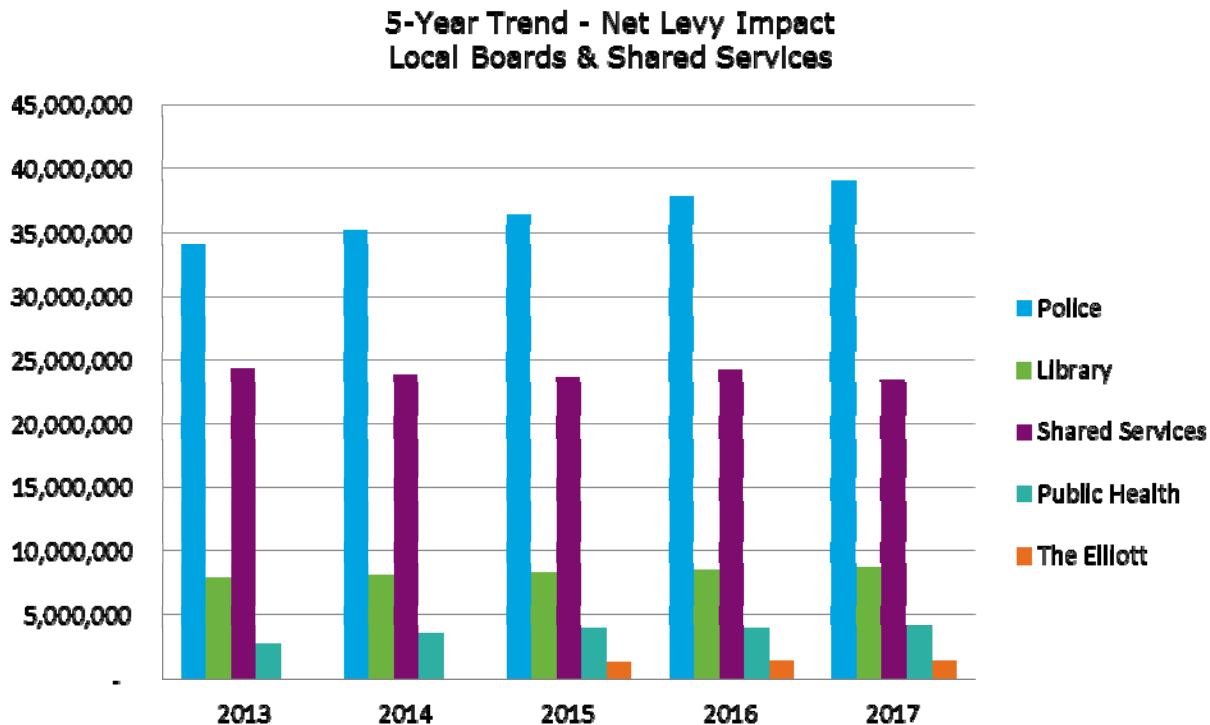
The City of Guelph's approved 2017 Local Boards and Shared Services Operating Budget includes:

- Guelph Public Library Board
- Wellington-Dufferin-Guelph Public Health
- County of Wellington Social Services and Social Housing
- The Elliott
- Downtown Guelph Business Association
- Guelph Police Service Board

With the exception of the Downtown Guelph Business Association, the City's share of these services is funded through the tax levy. These budgets have been extracted from the City's traditional tax-supported operating budget as City Council has limited or no control over these costs.

Municipal contribution to local boards and shared services

Since 2013, the City's contribution to its local boards and shared services has increase by \$7,801,451 or 11.26 per cent. The following graph highlights the breakdown of that contribution by the individual board or service.



Legislation

The *Municipal Act, 2001* requires the municipality to prepare and adopt an annual, balanced budget that includes estimates of all sums required. The budget sets out the estimated revenues to be raised through property taxes, and the portion to be paid into reserves. Estimated revenues to be raised through property taxes must be equal to the estimates of all sums required for expenditures and transfers to create a balanced budget.

However, unlike City departments, there is additional legislation governing the local boards and shared services budgets as shown in the table below.

Agency/ Board/ Commission	Governing Legislation	Budget Submission Requirement to the City	City Council Governance Role
Guelph Public Library Board	<ul style="list-style-type: none"> Public Libraries are created by municipal bylaws Public Libraries Act 	<ul style="list-style-type: none"> Operating and capital budget estimates to Council (according to the format and timetable determined by Council) 	<ul style="list-style-type: none"> Council approves or amends and approves the Board's total budget Council may not direct additions or deletions to specific items within the budget
Wellington Dufferin Guelph Public Health	<ul style="list-style-type: none"> Health Promotion and Protection Act 	<ul style="list-style-type: none"> A board of health shall give an annual written notice to each obligated municipality in the health unit served by the board of health that shall specify the amount that the board of health estimates will be required to defray the expenses incurred for the board of health and the medical officer of health, sufficient to perform its functions and duties under the Act and regulations for the year specified in the notice The notice shall specify the amount for which the obligated municipality is responsible, in accordance with proportions agreed upon or where no agreement has been entered into, in accordance with regulations The notice shall specify the times at which the board of health requires payments to be made by the obligated municipality and the amount of each payment required to be made 	<ul style="list-style-type: none"> Obligated municipalities in a health unit must pay the expenses incurred for the board of health and the medical officer of health, and shall ensure that the amount paid is sufficient to enable the board of health to provide or ensure the provision of health programs and services in accordance with the Act and regulations
Social Services and Social Housing	<ul style="list-style-type: none"> Ontario Works Act Housing Services Act The County of 	<ul style="list-style-type: none"> Income and Employment Services: CMSM determines the City budget amount required, 	<ul style="list-style-type: none"> The City of Guelph must pay the amounts required by the CMSM on demand, and may

Local Boards and Shared Services: Introduction

	<p>Wellington is the Consolidated Municipal Services Manager (CMSM) for Social Services and Social Housing through the Local Services Realignment, authorized by the Services Improvement Act and the Social Assistance Reform Act</p> <ul style="list-style-type: none"> • Long Term Care Homes Act 	<p>based on residence of recipient</p> <ul style="list-style-type: none"> • Child Care: CMSM determines the City budget amount required, based on residence of recipient for fee subsidy and location of the Child Care Centre for wage subsidy • Social Housing: CMSM determines the City budget amount required, based on prior residence of tenant 	<p>be charged interest and penalties for nonpayment</p>
Business Improvement Association (BIA)	<ul style="list-style-type: none"> • Municipal Act, 2001 S. 204 - 215 	<ul style="list-style-type: none"> • Operating budget estimates to Council (according to the format and timetable determined by Council) that reflect the priorities and needs of the BIA, as determined by the Board and membership 	<ul style="list-style-type: none"> • Council approves or amends and approves the Board's total budget. Council may not add expenditures to a BIA's budget
The Elliott	<ul style="list-style-type: none"> • Long Term Care Homes Act 	<ul style="list-style-type: none"> • Long Term Care: The Ministry of Health and Long Term Care requires each municipality to contribute financial support to a long-term care facility. All areas of operation are overseen by a Board of Trustees appointed by City Council. 	<ul style="list-style-type: none"> • Council provides funding to support the operations of the Long-Term Care facility.
Guelph Police Service Board	<ul style="list-style-type: none"> • Police Services Act • Adequacy and Effectiveness of Police Services Regulation 	<ul style="list-style-type: none"> • Operating and capital estimates to Council (according to the format and timetable determined by Council), showing separately amounts sufficient to maintain and deliver required police services and provide appropriate equipment, facilities and other supporting infrastructure in accordance with the Act 	<ul style="list-style-type: none"> • Council must establish an overall budget • Council may not accept or reject specific items within the budget • Disputes heard by the Ontario Civilian Commission on Police Services

Guelph Public Library Board

Operating

The 2017 approved Operating Budget for the Guelph Public Library Board is \$8,820,900, representing a 3.27 per cent or \$279,560 increase over 2016.

Capital

The Guelph Public Library Board is requesting \$360,000 in capital funding in 2017 and a nine year forecast of \$2,470,000 in the years 2018-2026. Key projects include ongoing funding for the radio frequency identification (RFID) inventory control system initiated in 2011, as well as system and network upgrades. The capital budget is contained within the tax supported programs of work.

Wellington-Dufferin-Guelph Public Health

The Board of Health is required to provide an annual written notice to each municipality, specifying the amounts the board estimates will be required to pay for costs incurred by the board and the medical officer of health. This estimate represents the amount required to ensure the board can provide the health programs and services, in accordance with the Health Promotion and Protection Act. The notice shall specify the amount for which the obligated municipality is responsible in accordance with the proportions agreed upon. If no agreement exists, the proportions will be made in accordance with regulations.

In 2017, the budget for Public Health is \$4,213,057 representing 6.1 per cent or \$ 243,189 increase over last year including long term debt charges.

County of Wellington Shared Services and Social Housing

The County of Wellington is the Consolidated Municipal Services Manager (CMSM) for Shared Services and Social Housing through the Local Services Realignment, authorized by the Services Improvement Act and the Social Assistance Reform Act. Under this authority, the County of Wellington is responsible for establishing the budget for these services, and the City is required to make the required payments as required by the CMSM.

In 2017, the budget for Shared Services and Social Housing is \$23,487,000 representing a 3.42 per cent or \$832,000 decrease over 2016. This amount is based on the forecast provided by the County and the budget to actual correction.

The Elliott

The Elliott Long-Term Care Residence operates as the City's Long Term Care facility. The Elliott is a charitable corporation which operates retirement living suites and life-lease suites, in addition to the long-term care residence. The Elliott is a local board of the City as established by The Elliott Act, 2002. All areas of operation are overseen by a Board of Trustees appointed by City Council. The Long-Term Care Homes Act, 2007, S.O. 2007 requires that a municipality, approved to operate a long-term care home, form a Committee of Management composed of members of Council to oversee the responsibilities of the home. On August 25, 2014, Council passed the Delegation of Authority By-law number (2014)-19796 which establishes Community and Social Services (now Public Services) Committee as the Committee of Management.

In 2017, the budget for The Elliott is \$1,489,009 representing a 0.34 per cent or \$5,009 increase over 2016.

Downtown Guelph Business Association

The Downtown Guelph Business Association is considered a business improvement area (BIA), traditionally established by the municipality using the business improvement area provisions in the Municipal Act, 2001, and under this legislation is considered a local board of the municipality. Once a BIA is approved by municipal Council, businesses within the defined boundaries become members and pay the BIA levy along with their property taxes. The BIA levies are then disbursed to the board by the municipality. The general functions of the BIA are to:

- Oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond what is provided at the expense of the municipality
- Promote the area as a business or shopping area

For 2017, the total expenditure budgeted by the Downtown Guelph Business Association is \$571,165, a 2.68 per cent or \$14,890 increase from previous year. The levy from association members has increased by 3.25 per cent or \$15,000 from the 2016 budget. This expenditure is entirely funded by BIA levies collected from members and other revenues generated by the association.

Guelph Police Services Board

Operating

The 2017 operating budget for the Guelph Police Service Board is \$39,048,200 representing a 3.2 per cent or \$1,208,400 increase over 2016.

Capital

The Guelph Police Service Board is requesting \$1,242,700 in capital funding in 2017 and forecasting \$15,735,400 in 2018-2028. The majority of projects included in the capital budget and forecast relate to vehicle equipment replacement and police equipment life cycle requirements.

The capital budget is contained within the tax supported programs of work.

Guelph Public Library

Under the *Public Libraries Act* the Guelph Public Library provides free library service to the citizens of Guelph. In 2015 the Guelph Public Library had circulation of over 2.2 million from a multimedia collection of 570,000 items. The Guelph Public Library provides easy access to information, ideas, books, and technology that enrich, educate and empower each individual in the city's growing multicultural community. The Library provides creative programming on a regular basis that attracts children and teens to the library and makes learning exciting. Diverse programs for adults focus on information, education and literacy, and provide everyone with an opportunity to participate in discussions that support and build our community. The Library maintains a strong archival and local history collection. The Guelph Public Library provides meeting and performance space to the community and functions as a gathering place for dialogue and research.

Mission and Values

The Guelph Public Library benefits the entire community by providing lifelong learning opportunities.

- **Accessibility:** we believe in making library services available to all
- **Accountability:** by ensuring library services are efficient and fiscally responsible
- **Balance:** we make decisions that balance the needs of customers and employees
- **Diversity:** we gain strength from our differences
- **Excellence:** we do whatever it takes to deliver excellent service
- **Innovation:** we are constantly recalibrating and capitalizing on opportunities
- **Integrity:** we support intellectual freedom and universal access to information
- **Reading:** we believe that our passion for reading and learning should be shared
- **Wellness:** we contribute to a strong and healthy community

Service Delivery Model

The Guelph Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the Public Libraries Act. Service to library users is provided through a number of channels.

- A Main Library, 5 branch locations of varying sizes, and a Bookmobile provide physical spaces where the Library's services, programs and collections can be used and accessed. For customers unable to come to the library, arrangements can be made for delivery through the Visiting Library Service.
- The Library's interactive website provides 24 hours a day, seven days a week access to its full inventory of services and programs available, from the library catalogue to downloadable content to special collections, while leveraging evolving technologies for all Guelph residents.

Technology

One of the key areas of focus for the Library in 2017 is the continued development of technology-based services for Library customers.

Local Boards and Shared Services: Guelph Public Library

- Continue to monitor usage and demand, and expand the e-collection. Currently this is the most popular collection in the library in terms of customer demand.
- Social media continues to expand. The Library is developing a plan for increased use of these tools as a marketing channel, as well as assessing usage metrics. Social media helps the Library connect with its customers and vice versa.
- Customers are increasingly accessing library services through their mobile devices. The Library computer system provides a mobile application of the Online Catalogue, which that enables customers to search the catalogue, download an e-book, place holds, check their accounts and view general Library information, all on their personal devices.

2017 initiatives

- Expand the fundraising campaign, with numerous events and one major sustainable program
- Continue the furnishing and equipping of the new Main Library
- Offer a wide variety of programs at each location that appeals to all ages and communities
- Continue delivering excellent services to our community
- Redesign and improve website functionality
- Continue to provide Guelph residents the opportunity to “Explore, Connect, Thrive”

Financial information

2017 approved operating budget

	2016 Approved Budget	2017 Investment	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
REVENUE					
User Fees & Service Charges	(\$311,400)	\$0	(\$311,100)	\$300	(0.1%)
Product Sales	(\$500)	\$0	(\$1,000)	(\$500)	100.0%
Interest & Penalties	(\$1,000)	\$0	(\$1,000)	\$0	0.0%
External Recoveries	(\$68,900)	\$0	(\$68,900)	\$0	0.0%
Grants	(\$167,700)	\$0	(\$167,700)	\$0	0.0%
Total Revenue	(\$549,500)	\$0	(\$549,700)	(\$200)	0.0%
EXPENDITURE					
Salary, Wage & Benefits	\$5,666,035	\$70,400	\$5,918,000	\$251,965	4.4%
Purchased Goods	\$1,630,700	\$0	\$1,653,500	\$22,800	1.4%
Purchased Services	\$1,646,365	\$0	\$1,651,100	\$4,735	0.3%
Financial Expenses	\$7,200	\$0	\$7,200	\$0	0.0%
Total Expenditure	\$8,950,300	\$70,400	\$9,229,800	\$279,500	3.1%
Net Before Internal Charges & Recoveries	\$8,400,800	\$70,400	\$8,680,100	\$279,300	3.3%
Internal Charges & Recoveries					
Internal Charges	\$140,540	\$0	\$140,800	\$260	0.2%
Internal Recoveries	\$0	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$140,540	\$0	\$140,800	\$260	0.2%
Net Budget	\$8,541,340	\$70,400	\$8,820,900	\$279,560	3.3%

The 2017 approved Guelph Public Library operating budget has gross operating expenditures of \$9,370,600.

Explanation of changes

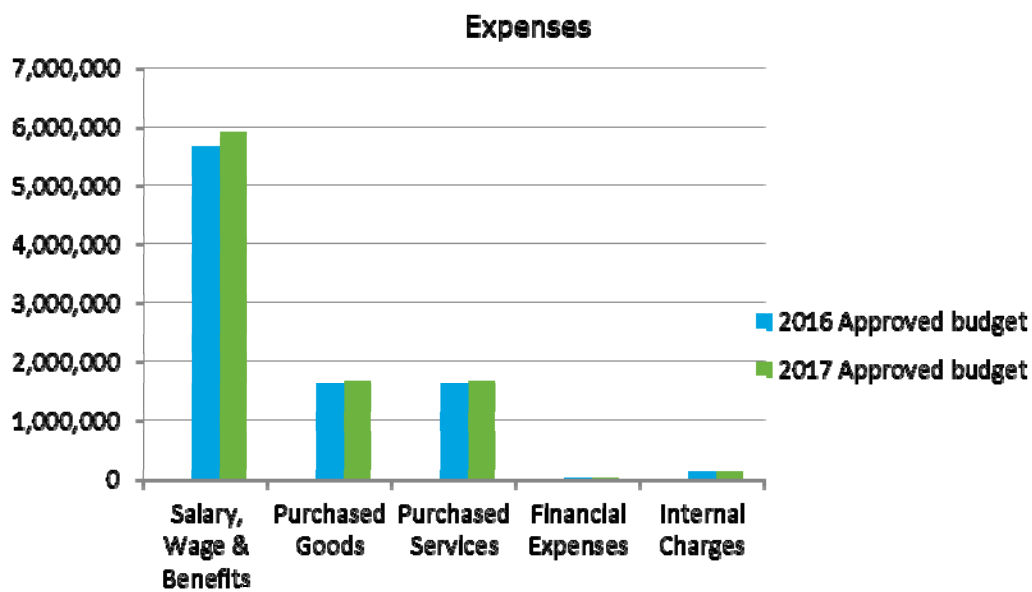
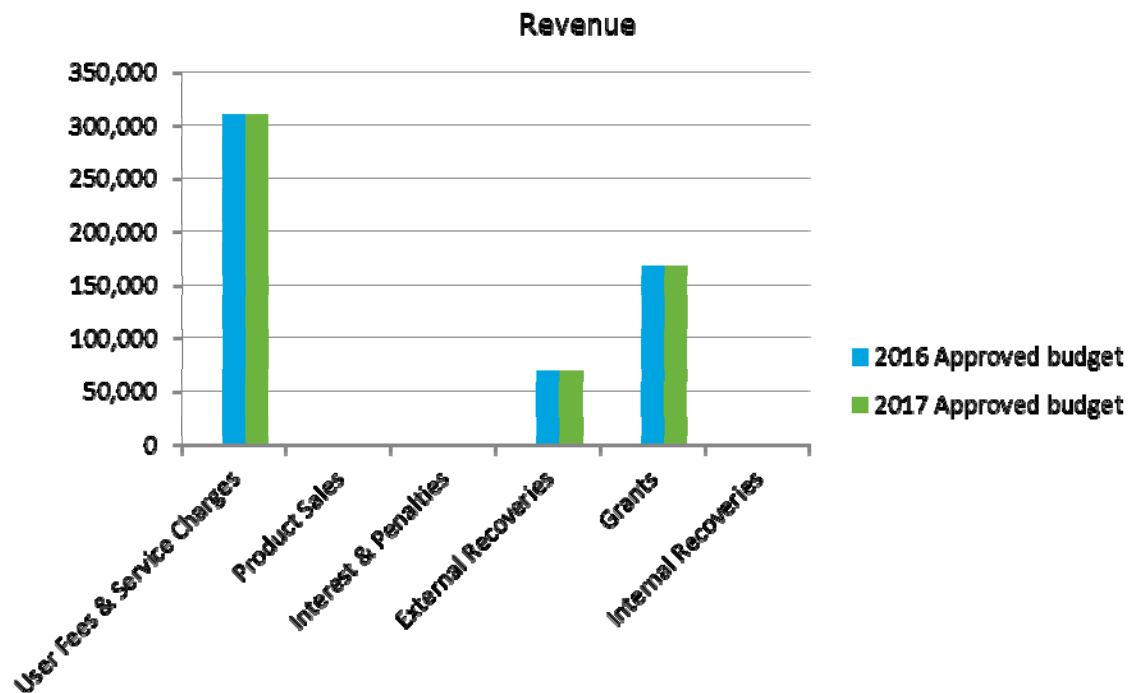
Revenue

- Insignificant change in user fees and product sales

Expenses

- Increase in compensation of \$251,956 or 4.4 per cent due to wage increases and 1 FTE expansion to provide technical support for all aspects of Information Technology services such as hardware peripherals, software, system administration, network management, setting up equipment and maintenance.
- Increase in purchased goods \$22,800 or 1.4 per cent due to increase in utilities and licences

Year-over-year revenue and expenses



Wellington-Dufferin-Guelph Public Health

	2016 Approved Budget	2017 Investment	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue					
External Recoveries	(\$588,264)	\$0	(\$588,228)	\$36	(0.0%)
Total Revenue	(\$588,264)	\$0	(\$588,228)	\$36	(0.0%)
Expenditure					
Long Term Debt Charges	\$0	\$0	\$1,045,000	\$1,045,000	100.0%
Other Transfers	\$3,682,632	\$0	\$3,756,285	\$73,653	2.0%
Total Expenditure	\$3,682,632	\$0	\$4,801,285	\$1,118,653	30.4%
Net Before Internal Charges & Recoveries	\$3,094,368	\$0	\$4,213,057	\$1,118,689	36.2%
Internal Charges & Recoveries					
Internal Charges	\$875,500	\$0	\$0	(\$875,500)	(100.0%)
Total Internal Charges & Recoveries	\$875,500	\$0	\$0	(\$875,500)	(100.0%)
Net Budget	\$3,969,868	\$0	\$4,213,057	\$243,189	6.1%

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County of Wellington Social Services and Social Housing

Social Services

	2016 Approved Budget	2017 Investment	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue					
Grants	\$0	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	\$0	0.00%
Expenditure					
Government Transfers	\$3,561,000	\$0	\$3,008,000	(\$553,000)	(15.53%)
Other Transfers	\$0	\$0	\$0	\$0	0.00%
Total Expenditure	\$3,561,000	\$0	\$3,008,000	(\$553,000)	(15.53%)
Net Before Internal Charges & Recoveries	\$3,561,000	\$0	\$3,008,000	(\$553,000)	(15.53%)
Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.00%
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.00%
Net Budget	\$3,561,000	\$0	\$3,008,000	(\$553,000)	(15.53%)

Social Housing

	2016 Approved Budget	2017 Investment	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue					
Grants	\$0	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	\$0	0.00%
Expenditure					
Government Transfers	\$17,679,000	\$0	\$17,626,000	(\$53,000)	(0.30%)
Total Expenditure	\$17,679,000	\$0	\$17,626,000	(\$53,000)	(0.30%)
Net Before Internal Charges & Recoveries	\$17,679,000	\$0	\$17,626,000	(\$53,000)	(0.30%)
Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.00%
Internal Recoveries	\$0	\$0	\$0	\$0	0.00%
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.00%
Net Budget	\$17,679,000	\$0	\$17,626,000	(\$53,000)	(0.30%)

Local Boards and Shared Services:
County of Wellington Social Services and Social Housing

Child Care

	2016 Approved Budget	2017 Investment	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue					
Grants	\$0	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	\$0	0.00%
Expenditure	\$0	\$0	\$0	\$0	0.00%
Government Transfers	\$3,004,000	\$0	\$2,778,000	(\$226,000)	(7.52%)
Other Transfers	\$0	\$0	\$0	\$0	0.00%
Total Expenditure	\$3,004,000	\$0	\$2,778,000	(\$226,000)	(7.52%)
Net Before Internal Charges & Recoveries	\$3,004,000	\$0	\$2,778,000	(\$226,000)	(7.52%)
Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.00%
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.00%
Net Budget	\$3,004,000	\$0	\$2,778,000	(\$226,000)	(7.52%)

City Social Programs

	2016 Approved Budget	2017 Investment	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue	\$0	\$0	\$0	\$0	0.00%
Total Revenue	\$0	\$0	\$0	\$0	0.00%
Expenditure					0.00%
Purchased Services	\$0	\$0	\$0	\$0	0.00%
Government Transfers	\$0	\$0	\$0	\$0	0.00%
Other Transfers	\$0	\$0	\$0	\$0	0.00%
Total Expenditure	\$0	\$0	\$0	\$0	0.00%
Net Before Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.00%
Internal Charges & Recoveries					
Internal Charges	\$75,000	\$0	\$75,000	\$0	0.00%
Internal Recoveries	\$0	\$0	\$0	\$0	0.00%
Total Internal Charges & Recoveries	\$75,000	\$0	\$75,000	\$0	0.00%
Net Budget	\$75,000	\$0	\$75,000	\$0	0.00%

The Elliott

	2016 Approved Budget	2017 Investment	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue					
Total Revenue	\$0	\$0	\$0	\$0	0.0%
Expenditure					
Purchased Services	\$20,000	\$0	\$0	(\$20,000)	(100.0%)
Government Transfers	\$0	\$0	\$0	\$0	0.0%
Other Transfers	\$1,464,000	\$0	\$1,489,009	\$25,009	1.7%
Total Expenditure	\$1,484,000	\$0	\$1,489,009	\$5,009	0.3%
Net Before Internal Charges & Recoveries	\$1,484,000	\$0	\$1,489,009	\$5,009	0.3%
Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	0.0%
Net Budget	\$1,484,000	\$0	\$1,489,009	\$5,009	0.3%

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Downtown Guelph Business Association

2017 Approved Budget

	2016	2017	Change \$	Change %
REVENUE				
Tax Levy Income	472,000	487,000	15,000	3.18%
Tax Levy Adjustment	- 10,000	- 10,000	0	0.00%
Total Tax Levy Income	462,000	477,000	15,000	3.25%
Funds from City - Events	12,500	22,450	9,950	79.60%
Funds from City - Revitalization	28,000	28,000	0	0.00%
Co-op Advertising Revenue	38,000	21,000	-17,000	-44.74%
Sponsorship & Grant Income	18,000	27,000	9,000	50.00%
Events & Workshop Revenue	10,000	12,000	2,000	20.00%
Gift Certificate Write-off Income	1,000	1,000	0	0.00%
Bank Interest	0	0	0	0.00%
Miscellaneous Revenue	2,000	0	-2,000	-100.00%
Total Revenue	571,500	588,450	16,950	2.97%
TOTAL REVENUE	571,500	588,450	16,950	2.97%
EXPENSE				
Payroll Expenses				
Wages & Salaries	179,000	175,000	-4,000	-2.23%
Contract & Part-time Staff	6,500	10,000	3,500	53.85%
EI Expense	4,000	4,000	0	0.00%
CPP Expense	7,000	7,000	0	0.00%
EHT Expense	2,000	2,000	0	0.00%
Benefits	15,000	15,000	0	0.00%
Pension	4,000	4,000	0	0.00%
Total Payroll Expenses	217,500	217,000	-500	-0.23%
Marketing & Promotion Expenses				
Newspaper Advertising	39,200	32,950	-6,250	-15.94%
Radio Advertising	4,300	4,500	200	4.65%
Directories & Guides	3,000	3,000	0	0.00%
Flyer & Printing Expenses	7,025	6,980	-45	-0.64%
Website Expenses	1,600	10,250	8,650	540.63%
Signage	4,350	7,800	3,450	79.31%
Promotional Material	6,900	6,900	0	0.00%
Design Fees	10,550	12,650	2,100	19.91%
Distribution	500	500	0	0.00%
Sponsorships	16,000	16,000	0	0.00%
Gift Certificate Donations	6,975	6,925	-50	-0.72%
Other General Advertising Expenses	15,850	5,675	-10,175	-64.20%
Total Marketing & Promotion Expense	116,250	114,130	-2,120	-1.82%
Event Expenses				
Road Closure Expense	14,400	14,000	-400	-2.78%
Artist & Musician Fees	23,100	36,000	12,900	55.84%
Casual Workers	2,500	1,200	-1,300	-52.00%
Rentals	6,800	5,410	-1,390	-20.44%

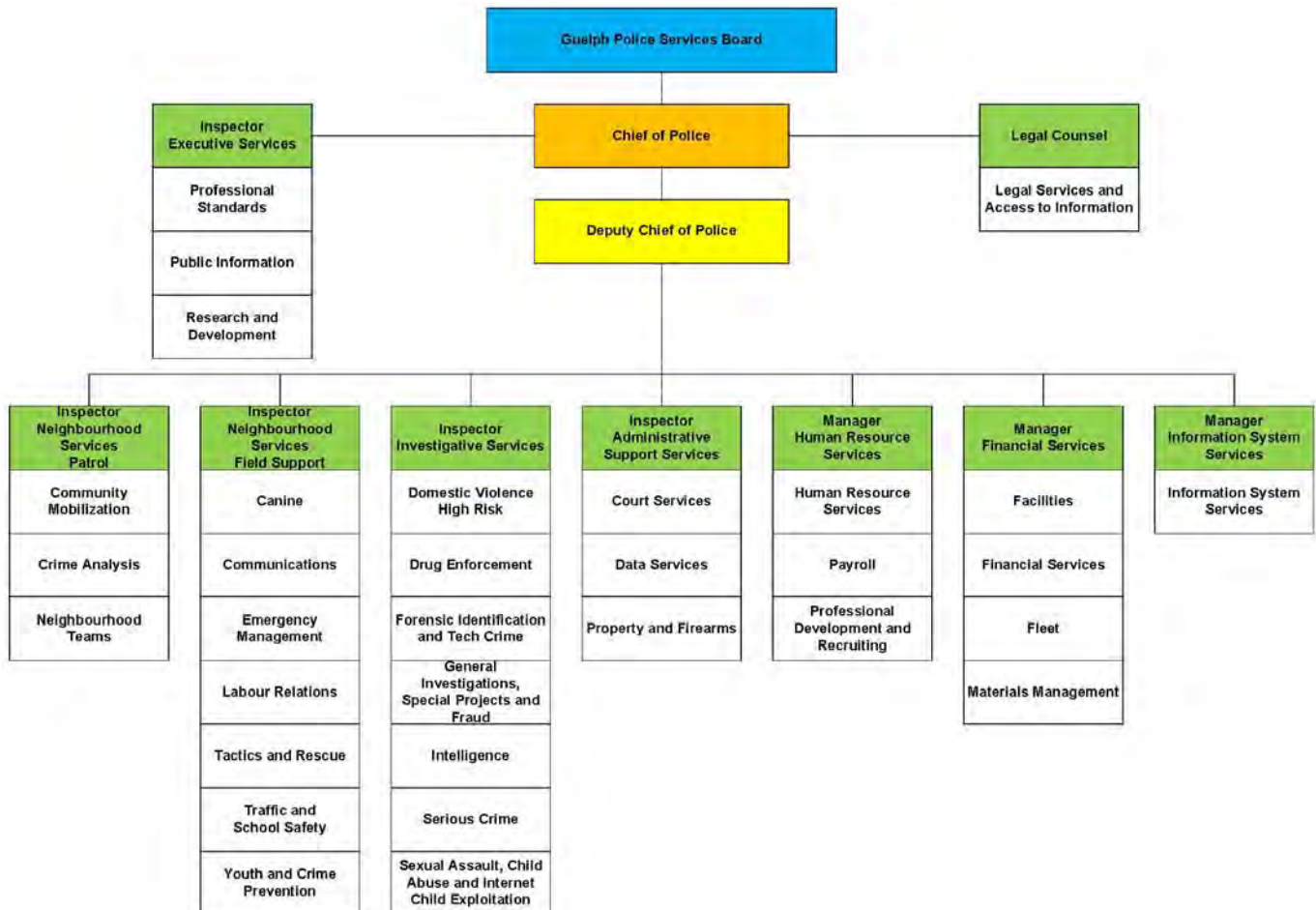
Local Boards and Shared Services: Downtown Guelph Business Association

Materials	3,350	4,400	1,050	31.34%
Misc Event Expenses	4,450	3,600	-850	-19.10%
Total Event Expenses	54,600	64,610	10,010	18.33%
Revitalization Expense				
City Flowers	14,000	14,000	0	0.00%
Downtown Streetscaping	22,000	22,000	0	0.00%
Downtown Lighting	10,000	10,000	0	0.00%
Total Revitalization Expenses	46,000	46,000	0	0.00%
General & Administrative Expenses				
Accounting & Legal Expenses	4,000	4,000	0	0.00%
Bookkeeping Expenses	6,500	6,500	0	0.00%
Consultants	19,000	22,000	3,000	15.79%
Rent Expense	33,000	34,000	1,000	3.03%
Telephone & Internet	5,000	4,000	-1,000	-20.00%
Insurance	225	25	-200	-88.89%
Postage & Courier	500	500	0	0.00%
Office Supplies	2,500	2,500	0	0.00%
Office Repairs & Maintenance	2,000	2,000	0	0.00%
Equipment Rental	2,000	2,000	0	0.00%
ED & Business Development Expense	2,000	2,000	0	0.00%
Board & Committee Meeting Expense	2,000	4,000	2,000	100.00%
Staff & Executive Events	2,000	2,000	0	0.00%
Conference & Event Fees	5,000	5,000	0	0.00%
Education & Prof. Development Exp	2,500	2,500	0	0.00%
Dues & Subscriptions	3,500	3,500	0	0.00%
Travel	1,000	1,000	0	0.00%
Gifts & Various Expenses	750	750	0	0.00%
Bad Debts	500	0	-500	-100.00%
Cash Short/Over	200	200	0	0.00%
Bank Fees	750	750	0	0.00%
Amortization	10,000	10,000	0	0.00%
Total General & Admin Expenses	104,925	109,225	4,300	4.10%
Other Expenses				
Miscellaneous Expenses	5,000	5,000	0	0.00%
Downtown Wifi	12,000	12,200	200	1.67%
Data Analysis	0	3,000	3,000	0.00%
Total Other Expenses	17,000	20,200	3,200	18.82%
TOTAL EXPENSE	556,275	571,165	14,890	2.68%
NET INCOME	15,225	17,285	2,060	13.53%

Guelph Police Service

The Guelph Police Service provides policing services to the City of Guelph and has proposed 2017 budget complement of 198.5 police officers and 94.4 civilians. We serve our community by way of crime prevention initiatives, intelligence-led policing and community partnerships.

- Mission: Through partnerships, we are dedicated to enhancing the quality of life and ensuring the safety of all who live, work and play in our safe and diverse community.
- Vision: To contribute to the positive growth and development of our members and our community by providing leadership and innovative policing that is effective, efficient, economical and environmentally responsible.
- Values: We, the members of the Guelph Police Service believe in:
 - Pride in ourselves, our work, and our community
 - Service with compassion and accountability
 - Trust shared through integrity and mutual respect



2017 initiatives

Ensure business continuity during the construction of the renovation and expansion of the Police headquarters building while meeting budget and timeline targets.

Implement a prisoner care and control model that can be operationalized in the new building prisoner lock up, supports best practices and ensures the health and safety of our community members.

Plan to implement an officer shift schedule in 2018 that will both provide adequate and effective response to calls with appropriate resource availability while ensuring member well-being.

Automate the movement of court disclosure information between the Police Service and the court system through the implementation of e-disclosure.

Improve the safety of our community through the addition of a Domestic Violence Investigator and a Fraud Investigator to reduce victimization and to implement pro-active preventative approaches.

Employ supervisory staffing models for both the Communications (dispatch) and Data Services units that allows for effective performance management and consistent service delivery and quality assurance.

Financial information

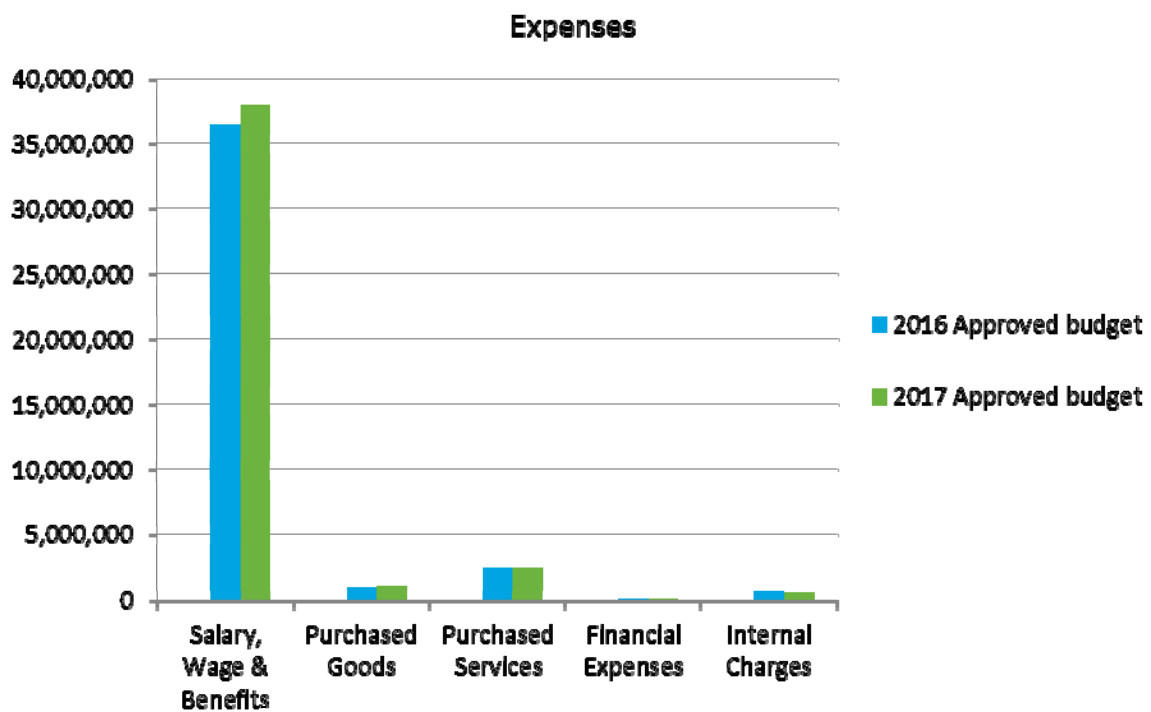
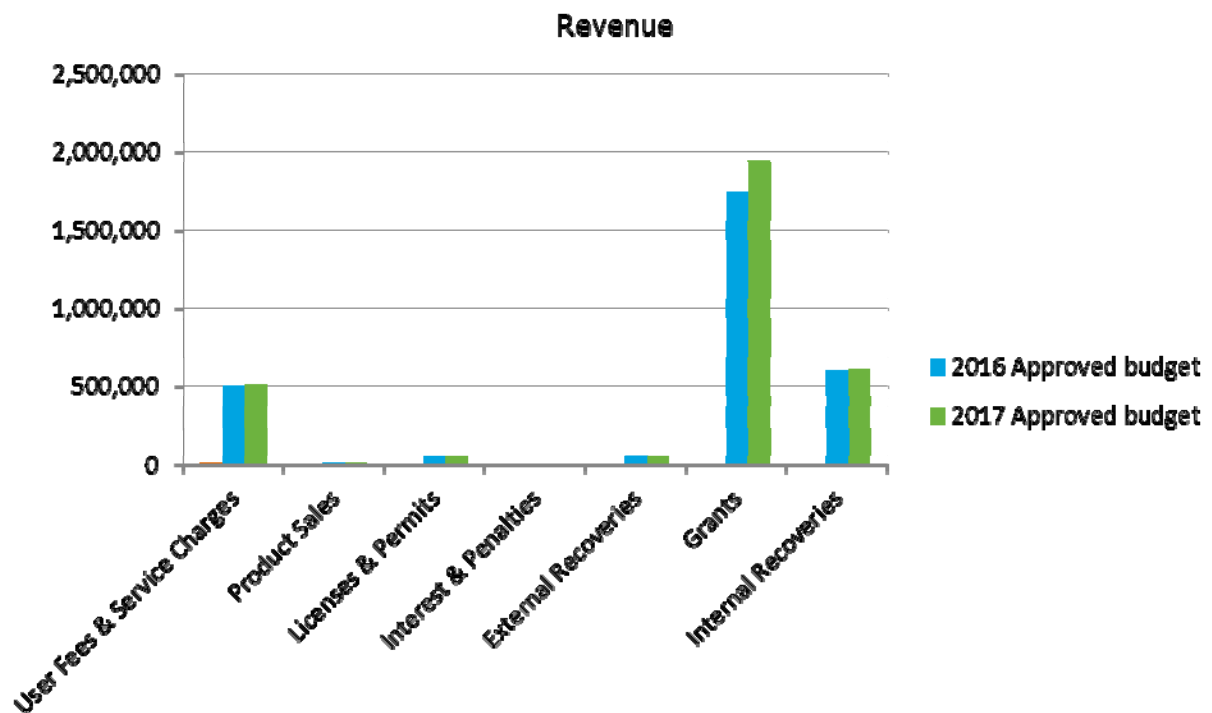
2017 approved operating budget

	2016 Approved Budget	2017 Investments	2017 Approved Budget	2017 Budget Change \$	2017 Budget Change %
Revenue					
User Fees & Service Charges	(\$498,500)	\$0	(\$508,500)	(\$10,000)	2.0%
Product Sales	(\$6,000)	\$0	(\$1,000)	\$5,000	(83.3%)
Licenses & Permits	(\$53,000)	\$0	(\$53,000)	\$0	0.0%
Interest & Penalties	\$0	\$0	\$0	\$0	0.0%
External Recoveries	(\$58,300)	\$0	(\$54,300)	\$4,000	(6.9%)
Grants	(\$1,750,200)	\$0	(\$1,947,600)	(\$197,400)	11.3%
Total Revenue	(\$2,366,000)	\$0	(\$2,564,400)	(\$198,400)	8.4%
Expenditure					
Salary, Wage & Benefits	\$36,604,400	\$591,800	\$37,991,300	\$1,386,900	3.8%
Purchased Goods	\$1,028,400	\$117,500	\$1,064,700	\$36,300	3.5%
Purchased Services	\$2,447,600	\$104,500	\$2,507,300	\$59,700	2.4%
Financial Expenses	\$11,000	\$0	\$7,500	(\$3,500)	(31.8%)
Total Expenditure	\$40,091,400	\$813,800	\$41,570,800	\$1,479,400	3.7%
Net Before Internal Charges & Recoveries	\$37,725,400	\$813,800	\$39,006,400	\$1,281,000	3.4%
Internal Charges & Recoveries					
Internal Charges	\$717,100	\$0	\$653,300	(\$63,800)	(8.9%)
Internal Recoveries	(\$602,700)	\$0	(\$611,500)	(\$8,800)	1.5%
Total Internal Charges & Recoveries	\$114,400	\$0	\$41,800	(\$72,600)	(63.5%)
Net Budget	\$37,839,800	\$813,800	\$39,048,200	\$1,208,400	3.19%

Explanation of Changes

- Compensation represents over 90 per cent of the Service's budget and increases can be tied back to the collective bargaining agreement.
- Staff growth of 4.94 FTE has been assumed to implement best practice for the prisoner care and control model, a fraud investigator, a domestic violence investigator, and a new supervisory model for Communications and Data Services. The staff growth was achieved in a cost effective manner through civilianization of police positions, re-allocation of funding from vacant positions and re-alignment of positions within GPS.
- Purchased Goods have realized increases due primarily to computer software costs as a result of utilizing web storage capabilities and additional radio license costs. These were offset by decreases in the utilities expenses, personnel supplies and administration expenses.
- Purchased Services increased due primarily to radio maintenance expenses as a result of a new radio agreement which features enhancements to our current radio system, ammunition training expenses due to the increase in the US dollar, funding for community programs such as Project Lifesaver and the Guelph Enterprise Connectivity program and costs for an offsite staff location.
- Internal charges decreased for fleet costs due to lower fuel prices and lower fuel volumes expected.
- User Fee revenues increased due to higher volumes realized from Clearances (record checks).
- Grant revenues increased due to assumptions made for funding levels for the Court Security Prisoner Transportation program, Community Policing Partnerships Program and Safer Communities – 1,000 Officers Partnership Program. These contracts expire on December 31, 2016 and March 31, 2017 therefore the risk exists that the actual funding levels could be different.
- Internal recoveries increased due to an estimated salary increase in the recovery for 911 services provided to the City.

Year-over-year revenue and expenses



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Capital Investment Strategy

2017–2026 approved Capital Budget and Forecast



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Introduction

The 2017 approved Capital Budget and 2018-2026 Forecast is the City of Guelph's plan to enable the City to live within its means while taking care of what it owns and planning for the future.

Through the capital budget, the City is investing capital funds into Guelph's infrastructure, ensuring current and future generations will be able to enjoy all the opportunities Guelph has to offer.

The budget is focused on taking care of existing infrastructure, systems and programs to ensure the community's health and safety, and meeting legislative requirements. It strives to balance affordability for the community with current capital and infrastructure needs.

However, due to the historical underfunding of the capital program, the City is unable to meet its current and future infrastructure needs through the recommended budget.

Building the budget

The approved budget incorporates direction from City Council, including its Council Shared Agenda where projects are categorized by Infrastructure Renewal, Growth and City Building, continued input from community members and the City's Corporate Administrative Plan.

The following elements were considered by the City when prioritizing capital investments for 2017 and forecasting investments for 2018 through 2026.

- Take care of existing assets - investing in the City's assets protects the health and safety of people in Guelph, and ensures the City meets its regulatory requirements
- Invest in new, critical projects to ensure the health and safety of the community
- Ensure there is capacity to successfully execute complex capital projects
- Sources of funding - within the capital budget there are four main sources of funding: development charges (DCs), grants, direct tax support and rate supported. Each source of funding may have specific and limited requirements for their use which can impact the decision to include or exclude a project in a given year.
- An evolving budget approach - the City is open to partnerships that will provide alternate funding sources and enable the City to complete projects that deliver excellent services while creating efficiencies that benefit tax payers and reducing pressure on the capital budget

Challenges

The capital budget strives to ensure the right assets (facilities and infrastructure) are in place to serve our community while maintaining the balance between tax payer affordability and the City's strong financial position.

In order to remain affordable and be responsive to the changing needs of Guelph, the City recommended deferring projects that do not address health and safety or legislative requirements, and/or do not align with corporate or Council priorities, beyond 2017.

Capital budget: Introduction

The 2017 approved budget is fully funded, meaning there is enough funding to start, continue or finish the programs of work noted in this document. However, the 2017 recommended budget is still significantly inadequate to address the City's infrastructure gap and backlog.

In addition, the 2018-2026 capital forecast is not fully funded. Based on the current funding, the nine year forecast shortfall is \$191million.

To address the forecasted shortfall, City Council approved a one per cent Dedicated Infrastructure Levy which, in 2018, will form a portion of the base tax levy and provide ongoing funding for capital projects.

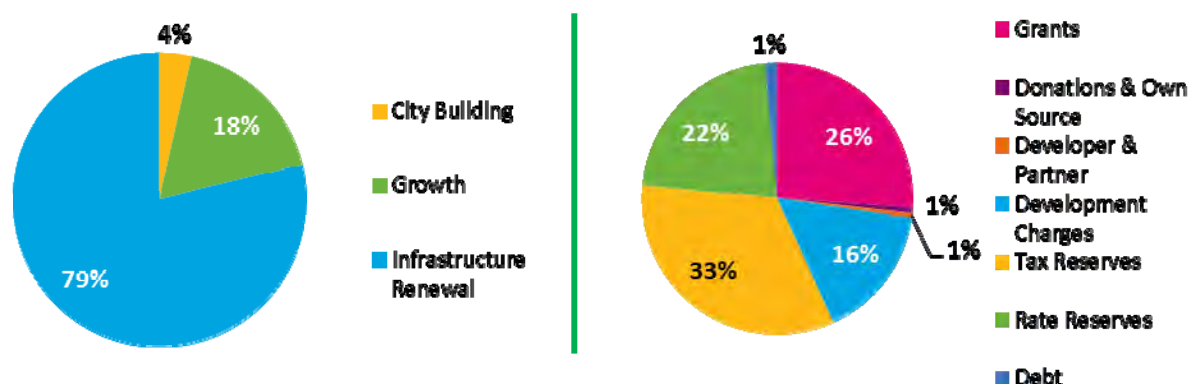
Funding collected through this dedicated levy is being placed into a reserve fund. Through the annual budget process, City Council will approve the infrastructure programs of work which will draw from the reserve.

In addition to reviewing the specific capital programs of work to which the levy will fund, Council will reconsider and approve the levy amount annually to ensure the long-range goals of the City are achievable.

Financial summary

The approved 2017 Capital Budget includes a tax-supported operating contribution of 12.68 per cent of last year's net tax levy (less than the Council-approved guideline of 20 per cent). The City will be debt financing \$1.3 million of its capital program in 2017.

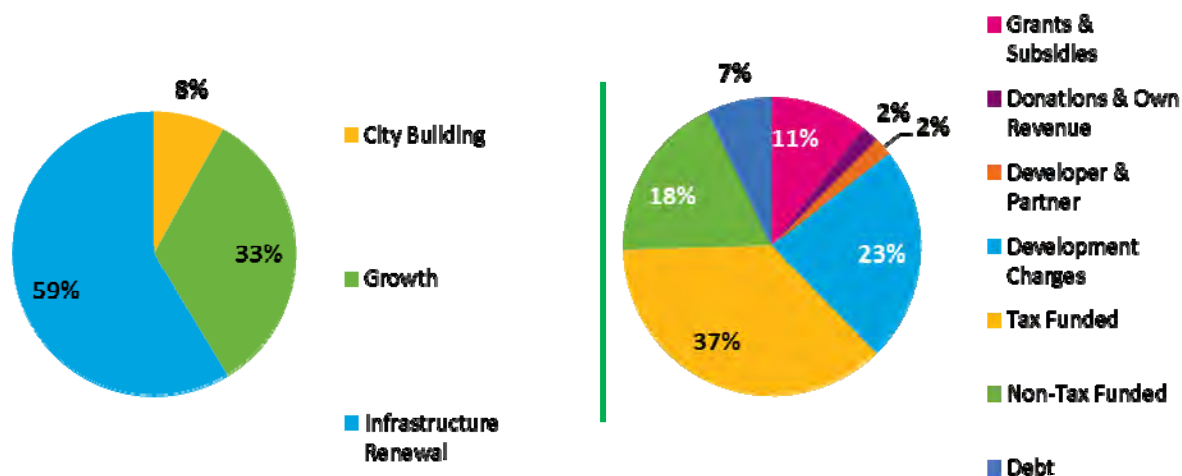
The following graphs show the breakdown of projects for 2017 by grouping; Infrastructure Renewal (79 per cent), Growth (18 per cent) and City Building (four per cent) and by the various sources of funding: Grants (26 per cent), Donations and Own Source (one per cent), Developer and Partner (one per cent), Development Charges (16 per cent), Tax Reserves (33 per cent), Rate Reserves (22 per cent) and Debt (one per cent.)



Capital budget: Introduction

	Grants	Donations & Own Source	Developer & Partner	Development Charges	Tax Reserves	Rate Reserves	Debt	Total
City Building					\$3,308			\$3,308
Growth			\$531	\$14,721	\$1,113			\$16,365
Infrastructure Renewal	\$24,283	\$615			\$26,561	\$20,428	\$1,300	\$73,188
Total	\$24,283	\$615	\$531	\$14,721	\$30,983	\$20,428	\$1,300	\$92,861

The following graphs show the breakdown of projects for 2018-2026 by grouping; Infrastructure Renewal (59 per cent), Growth (33 per cent) and City Building (eight per cent) and by the various sources of funding: Grants and Subsidies (11 per cent), Donations and Own Revenue (two per cent), Developer and Partner (two per cent), Development Charges (23 per cent), Tax Funded (37 per cent), Non-tax Funded (18 per cent) and Debt (seven per cent.)



	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	Tax Funded	Non-Tax Funded	Debt
City Building		\$120,000			\$37,467,750		\$48,900,000
Growth		\$19,049,450	\$20,640,120	\$247,040,680	\$50,727,250		\$14,750,000
Infrastructure Renewal	\$112,570,811	\$900,000			\$301,782,960	\$194,406,550	\$12,232,000
Total	\$112,570,811	\$20,069,450	\$20,640,120	\$247,040,680	\$389,977,960	\$194,406,550	\$75,882,000

Funding the budget

The guidelines below focus on historical costs as opposed to best practice of using current replacement costs. The difference between historical and current replacement costs on aging assets can be greater than five times the historical value of the asset. As current replacement costs are established, annual spending will be measured using revised targets appropriate for this new methodology.

The following chart outlines the City's current guideline for investing in existing infrastructure. This chart shows the annual capital investment as a percentage of historical and replacement cost.

							Approved	Forecast
							2017	2018
							2012	2013
							2014	2015
							2016	2017
							2018	2019
Buildings (target = 2%)	\$	3,252,000	5,483,400	5,191,000	5,205,500	5,979,500	5,341,800	7,330,190
Historical Cost		2.35%	3.38%	3.14%	2.88%	3.23%	2.83%	3.89%
Replacement Cost		0.47%	0.68%	0.63%	0.58%	0.65%	0.57%	0.78%
Transportation & Storm Water (target =2-3%)	\$	8,598,000	8,716,000	9,535,000	4,275,000	8,554,000	18,961,000	14,138,000
Historical Cost		3.26%	3.01%	2.95%	1.29%	2.53%	5.50%	4.10%
Replacement Cost		0.65%	0.60%	0.59%	0.26%	0.51%	1.10%	0.82%
Vehicle & Equipment (target=10%)	\$	9,548,140	11,191,010	9,106,400	11,500,000	16,342,800	14,080,700	13,487,600
Historical Cost		13.97%	18.26%	12.19%	14.15%	18.36%	14.78%	14.16%
Replacement Cost		6.99%	9.13%	6.09%	7.07%	9.18%	7.39%	7.08%

Note: Replacement cost for Buildings, Transportation and Stormwater is estimated to be five times historical cost, for Vehicle & Equipment two times historical cost. The 2018 forecast is not currently fully funded as per the Dedicated Infrastructure Renewal Levy Report.

Development Charges

In January 2014, the City approved a Development Charges (DC) bylaw following the completion of the DC background study.

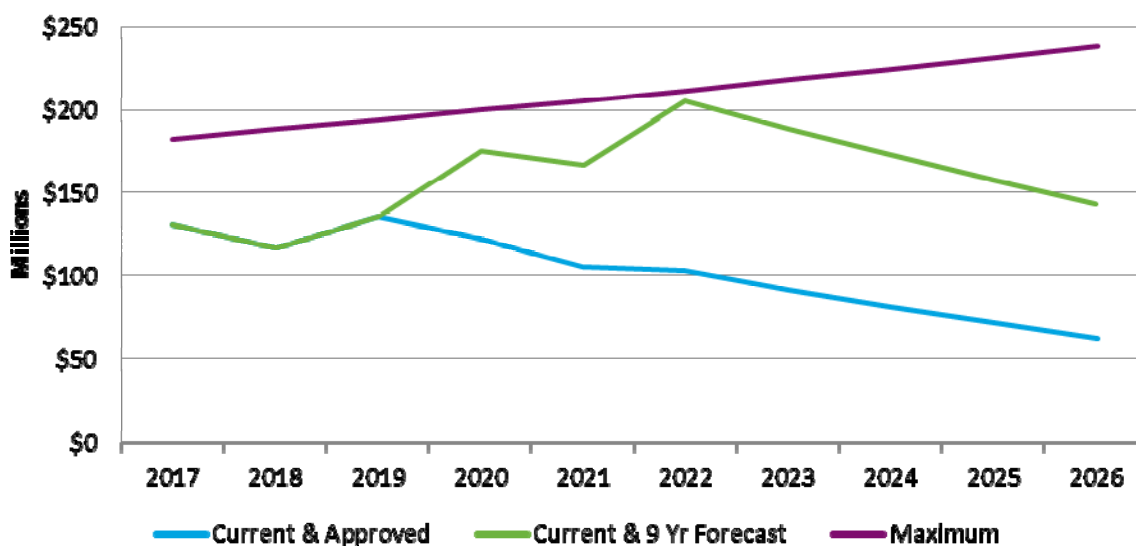
The chart on page 417 identifies the projects that have been budgeted for in the DC Background Study and are either not budgeted or are not fully budgeted for in the recommended 2017–2026 Capital Budget and Forecast. These differences may be due to a change in development activity location, rate of growth or cost of work. All changes will be incorporated into the next Background Study which is scheduled to commence in 2017.

Dealing with debt

In 2017, \$1.3 million of tax-supported debt was approved. Over the nine year forecast (2018-2026) an additional \$107.9 million has been included to fund specific projects.

The following graph compares the City's total current and recommended **debt** to the maximum set out in Guelph's Council-approved Debt Policy. While this graph shows there is room to issue debt for major infrastructure projects, it does not reflect the City's capacity for debt repayment while continuing with the capital program as forecasted. The more debt issued for any type of capital project i.e. infrastructure, city building or growth, the less capital funding will be able to fund new projects.

Total debt to operating fund revenue



Note: The City has not forecasted the issuance of additional debt until 2020; therefore, current, approved, proposed and forecasted outstanding debt amounts are equal until 2020.

Capital budget: Introduction

The following chart details the projects, current, approved and forecasted, funded through debt.

('000s)

	Current Approved Obligations			2017 Approved			2018-2026 Forecast		
Project # & Description	Year of Issue	Amount	Tax, DC or Other Funded Debt	Year of Issue	Amount	Tax, DC or Other Funded Debt	Year of Issue	Amount	Tax, DC or Other Funded Debt
Previously Issued Debt	Various	\$133,495.9	Various						
Tax Increment Based Grants	2017-2018	\$7,148.9	Tax						
Baker St. Redevelopment (SS0018, SS0019, SS0020)	2019	\$3,224.0	Tax						
Police Headquarters Renovations (PS0033)	2019	\$8,124.3	Tax						
Police Headquarters Renovations (PS0033)	2019	\$7,000.2	DC						
Wilson Parkade (PG0078)	2019	\$3,740.0	Tax						
Wilson Parkade (PG0078)	2019	\$5,200.0	DC						
Transit Farebox (TC0049)	2019	\$1,300.0	Tax						
Road & Storm (RD0280, RD0286, RD0321, SW0071)	2019	\$3,800.0	Tax						
Fuel Tank Replacement (GG0246)				2019	\$1,300.0	Tax			
Transit Bus Expansions (TC0052)							2021	\$10,482.0	Tax
Neeve Parkade (PG0079)							2020	\$10,000.0	Tax
Wellington Park (PK0071)							2022	\$9,000.0	Tax
Southend Rec Centre (RP0290)							2020	\$11,400.0	Tax
Southend Rec Centre (RP0290)							2020	\$32,000.0	DC
Downtown Library (LB0028)							2022	\$35,000.0	Tax
Total		\$173,033.3			\$1,300.0			\$107,882.0	

Capital budget: Introduction

The following is the City's complete debt continuity schedule

(000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Opening Balance										
Tax Supported	\$87,334	\$81,776	\$74,449	\$85,344	\$98,052	\$95,249	\$136,502	\$123,210	\$111,896	\$100,531
Industrial Development	\$10,000	\$10,000	\$9,000	\$8,000	\$7,000	\$6,000	\$5,000	\$4,000	\$3,000	\$2,000
Elliott	\$8,722	\$7,251	\$5,725	\$4,143	\$2,505	\$850	\$602	\$354	\$106	\$0
Enterprise	\$4,091	\$3,905	\$3,710	\$3,505	\$3,288	\$3,061	\$2,833	\$2,580	\$2,314	\$2,048
Development Charges	\$32,353	\$28,938	\$25,559	\$34,290	\$64,226	\$61,044	\$57,769	\$54,395	\$51,317	\$48,144
Total Opening Debt Outstanding	\$142,500	\$131,870	\$118,444	\$135,283	\$175,071	\$166,204	\$202,706	\$184,539	\$168,634	\$152,724
New Issues										
Tax Supported	\$5,483	\$4,446	\$21,489	\$24,521	\$10,482	\$52,566	\$0	\$0	\$0	\$0
Development Charges	\$0	\$0	\$12,200	\$32,000	\$0	\$0	\$0	\$0	\$0	\$0
Total New Debt Issued	\$5,483	\$4,446	\$33,690	\$56,521	\$10,482	\$52,566	\$0	\$0	\$0	\$0
Principal Repayment										
Tax Supported	\$11,042	\$11,772	\$10,594	\$11,814	\$13,284	\$11,314	\$13,292	\$11,314	\$11,365	\$10,231
Industrial Development	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Elliott	\$1,471	\$1,526	\$1,582	\$1,639	\$1,655	\$248	\$248	\$248	\$106	\$0
Enterprise	\$185	\$195	\$205	\$216	\$228	\$228	\$253	\$266	\$266	\$266
Development Charges	\$3,415	\$3,379	\$3,469	\$2,064	\$3,182	\$3,275	\$3,374	\$3,078	\$3,173	\$3,281
Total Principal Repayment	\$16,113	\$17,872	\$16,850	\$16,733	\$19,349	\$16,065	\$18,166	\$15,906	\$15,910	\$14,778
Ending Balance										
Tax Supported	\$81,776	\$74,449	\$85,344	\$98,052	\$95,249	\$136,502	\$123,210	\$111,896	\$100,531	\$90,300
Industrial Development	\$10,000	\$9,000	\$8,000	\$7,000	\$6,000	\$5,000	\$4,000	\$3,000	\$2,000	\$1,000
Elliott	\$7,251	\$5,725	\$4,143	\$2,505	\$850	\$602	\$354	\$106	\$0	\$0
Enterprise	\$3,905	\$3,710	\$3,505	\$3,288	\$3,061	\$2,833	\$2,580	\$2,314	\$2,048	\$1,782
Development Charges	\$28,938	\$25,559	\$34,290	\$64,226	\$61,044	\$57,769	\$54,395	\$51,317	\$48,144	\$44,863
Total Ending Debt Outstanding (A)	\$131,870	\$118,444	\$135,283	\$175,071	\$166,204	\$202,706	\$184,539	\$168,634	\$152,724	\$137,946
Annual Interest Paid	\$3,977	\$3,582	\$3,098	\$4,134	\$5,734	\$5,683	\$6,996	\$6,498	\$6,061	\$5,705
Annual Principal Paid*	\$16,113	\$17,872	\$16,850	\$16,733	\$19,349	\$16,065	\$18,166	\$15,906	\$15,910	\$14,778
Annual Debt Servicing (B)	\$20,090	\$21,454	\$19,949	\$20,867	\$25,082	\$21,748	\$25,162	\$22,404	\$21,971	\$20,483
Operating Fund Revenue - S&P (C)	\$332,129	\$342,122	\$352,431	\$363,068	\$374,043	\$385,368	\$397,053	\$409,112	\$421,556	\$434,398
Uncommitted Reserve Balance (D)	\$ 100,054	\$ 74,584	\$ 22,194	(\$22,104)	(\$22,104)	(\$22,104)	(\$22,104)	\$ 16,344	\$ 26,241	\$ 39,573

Capital budget: Introduction

Debt ratios

Including all approved, recommended and forecasted debt, the City is projecting to stay within its Debt Servicing to Operating Fund and Total Debt to Operating Fund ratios.

Based on current reserve balances and forecasted contributions, as noted below, the City will exceed its Debt to Reserve ratio in 2017. This is primarily due to the historical underfunding of the capital program and depletion of reserves. As the City continues work on its long-range financial plan and the development of its asset management program, this ratio will be monitored, addressed and updated. This work will also address the not fully funded capital forecast.

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Debt Servicing/Operating Fund Revenue (B/C) (Max 10%)	6.0%	6.3%	5.7%	5.7%	6.7%	5.6%	6.3%	5.5%	5.2%	4.7%
Total Debt/Operating Fund Revenue (A/C) (Max 55%)	39.7%	34.6%	38.4%	48.2%	44.4%	52.6%	46.5%	41.2%	36.2%	31.8%
Debt to Total Reserve Ratio (A/D) (Max 1:1)	1.32	1.59	6.10	N/A	N/A	N/A	N/A	10.32	5.82	3.49

Capital Programs of work

The purpose of presenting capital projects within a program of work it is to highlight the connection between individual projects, the connection between various budgets (non-tax-supported and tax supported) and the impacts these projects have on the operating budget.

In previous years, Council may have approved a water capital project through the non-tax-supported budget and not approved a road project under the tax-supported budget. This could have resulted in the delayed execution of the water project or multiple road closures for the public due to uncoordinated work.

The intent of the program of work is to seek Council's endorsement for the entire program of work. With that said, Council will continue to approve the budget each year when the programs of work are updated and brought forth through the capital budget.

Program of work content

Each program of work contains the same basic information:

- Description of the program
- Benefits, and risks associated with doing or not doing the work
- Highlights for coming year
- Financial investment summary
- Given year's budget request and related funding sources
- Operating impact (for the given year or future years)

Some programs of work are complex and will be further broken down into sub-programs. In this case the same basic information, with the exception of financial information, will be included. The City has chosen not to include the financial information for sub-programs as this information has been accounted for in the program of work. Sub-programs are intended to provide further clarification on the description of work, risks and work planned for the upcoming year.

Fully funded and not fully funded budgets

The approved 2017 capital budget is fully funded; however, the 2018-2026 capital forecast is not fully funded. Based on historical trends and the City's current financial status, the City projects there will not be enough funding available to fully implement or complete all the Capital Programs of Work as described in the budget document.

The City provided Council with an information report titled *Financial Implications of City Building Projects on the Capital Budget* detailing the background, status and financial implications of the major capital programs of work under City Building which are not fully funded in the forecast: South End Community Centre and Downtown Secondary Plan, including the library. These programs of work do not have associated projects or funding requirements for 2017.

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Capital budget: Programs of work

Program title	2017 approved (‘000s)	Total program budget (‘000s)	Page
Active Transportation	\$2,198,800	\$24,841,000	321
Bridges & Structures	\$855,000	\$17,486,000	325
Building Expansion, Renewal & Upgrade	\$5,341,800	\$56,786,000	329
Contaminated Sites	\$3,075,000	\$25,025,000	333
Downtown Implementation	\$1,445,000	\$99,034,000	337
Downtown Infrastructure Renewal	\$6,598,000	\$42,969,700	341
Total Downtown Work	\$8,043,000	\$142,003,700	
Sub-program - Wilson Street: Gordon St to Macdonell St			345
Sub-program - Arthur St. Wastewater Trunk Capacity Upgrades			346
Full Corridor Reconstruction, Growth	\$3,690,000	\$131,181,500	347
Sub-program - Bristol St Wastewater Trunk Capacity Upgrades			350
Sub-program - Niska Rd: City Boundary to Downey Rd			351
Sub-program - Speedvale Ave E Water Transmission and Wastewater Trunk Capacity Upgrades			352
Full Corridor Reconstruction, Renewal	\$7,009,800	\$46,749,800	353
Sub-program - Metcalfe St: Speedvale Ave E to Eramosa Rd			356
Sub-program - Wheeler Ave: Elizabeth St to Ferguson St			357

Capital budget: Programs of work

Sub-program - Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd			358
Hanlon Creek Business Park	\$404,000	\$19,453,450	359
IT Innovation	\$3,344,850	\$28,761,500	363
Outdoor Spaces	\$2,578,300	\$45,541,900	367
Planning & Studies	\$4,650,500	\$18,619,900	371
Road & Right of Way	\$4,090,000	\$46,672,000	375
South End Community Centre	\$3,600,000	\$60,365,000	379
Stormwater Collection and Storage and Filtration	\$7,265,000	\$17,945,000	383
Traffic Signals & Intersection Improvements	\$1,754,700	\$17,810,600	387
Transit Growth Strategy		\$13,666,000	391
Tree Canopy	\$555,000	\$5,090,000	395
Vehicle & Equipment	\$19,892,200	\$188,306,100	399
Wastewater Collection	\$1,150,000	\$18,316,000	403
Wastewater P&E	\$1,055,000	\$81,590,000	407
Water Distribution Network	\$0	\$20,746,000	411
Water P&E	\$12,307,300	\$127,461,000	413

Active Transportation

Lead Service Area

Public Services

and

**Engineering and Capital
Infrastructure Services**

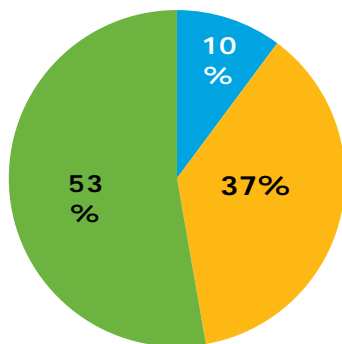
Lead Department

Parks & Recreation

Total Capital Investment

2017 \$2,198,800

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

This program results from the findings of the approved transportation master plan, cycling master plan trails master plan and sidewalk need assessment. Funding provides for the continuation of work along Woodlawn road on the multi-use trail, significant sidewalk infill as identified in the needs assessment and extension of the City's trail network.

Benefits and associated risks

This program aims to improve accessibility for non-motorized transportation throughout the City. This has benefits toward transportation demand management (mode shifting) and greenhouse gas emission reductions. In addition overall accessibility is improved through the connection of the various networks to limit the number of barriers to movement.

This work is key to ensuring the City eliminates gaps in the cycling and pedestrian networks that may place people in unsafe situations where facilities suddenly end, with the potential of contributing to a higher collision rate, and reduced mobility and recreational opportunity throughout the community.

2017 highlights

Outdoor Spaces **\$1,183,800**

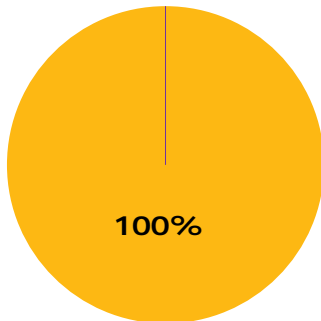
- Speed River Trail West
- Guelph Lake/Nima Trail
- Royal City Park Trail

Road Allowance **\$1,015,000**

- Woodlawn Road multi-use trail
- Sidewalk Connectivity Improvements

Capital budget: Programs of work

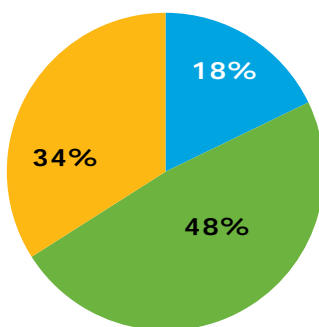
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Grant ■ DC ■ Tax

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Outdoor Spaces	\$1,184	\$1,416	\$1,649	13,370	17,618
Road Allowance	\$1,015	\$907	\$1,791	\$3,510	\$7,223
Total	\$2,199	\$2,323	\$3,440	\$16,880	\$24,841

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,199	Tax	\$748
		Grants	\$392
		DC	\$1059
Non-tax-supported budget	\$0		
Total	\$2,199		\$2,199

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Tax Supported Capital Budget 2018 to 2026 Tax Supported Capital Forecast Active Transportation

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Outdoor Spaces											
PK0002 GUELPH TRAILS	1,010,000	750,000	1,350,000	1,500,000	2,100,000	6,275,000	12,985,000		11,686,500	1,298,500	
PK0099 SPEEDVALE AVE. UNDERPASS TRAIL	50,000	550,000					600,000			600,000	
PO0028 TRAIL LIFECYCLE	123,800	115,900	298,500	491,900	190,000	2,812,900	4,033,000			4,033,000	
Total Outdoor Spaces	1,183,800	1,415,900	1,648,500	1,991,900	2,290,000	9,087,900	17,618,000		11,686,500	5,931,500	
Road Allowance											
RD0283 NEW SIDEWALK CONSTRUCTION	490,000	240,000	240,000	240,000	240,000	240,000	1,690,000	1,352,000		338,000	
RD0321 ACTIVE TRANSPORTATION	300,000	412,000	1,326,000	300,000	300,000	1,500,000	4,138,000		2,069,000	2,069,000	
RD0333 RIGHTOFWAY INFR SUSTAIN	50,000	50,000	50,000	50,000	100,000	540,000	840,000			840,000	
RD0334 SIDEWALK ACCESSIBILITY IMPROVE	175,000	185,000					360,000			360,000	
SW0077 STORM WATER - ACTIVE TRANSPORTATION		20,000	175,000				195,000				195,000
Total Road Allowance	1,015,000	907,000	1,791,000	590,000	640,000	2,280,000	7,223,000	1,352,000	2,069,000	3,607,000	195,000
Total Active Transportation	2,198,800	2,322,900	3,439,500	2,581,900	2,930,000	11,367,900	24,841,000	1,352,000	13,755,500	9,538,500	195,000

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Bridges & Structures

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

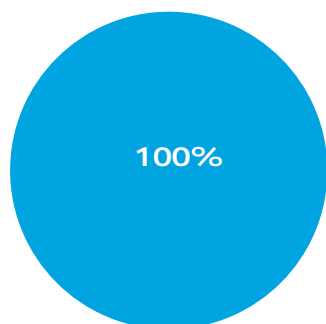
Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$855,000

Capital expenditure type



■ Infrastructure Renewal

Description

Provincial regulations require all bridges to be inspected at least once every two years. The 2009 replacement value for the Bridge and Structure inventory was \$65M. The City owns and maintains a number of bridges, culverts, retaining walls, and stairs. Many of these structures are over 50 years old and require ongoing maintenance to ensure public safety. Capital projects are based on the recommended life cycle rehabilitation work as reported in the structure inspection reports. The suggested projects align with the reconstruction of streets, underground infrastructure improvements and incorporation of bicycle lane initiatives.

Benefits and associated risks

Pedestrian and vehicle bridges are a substantial and vital part of the City's transportation infrastructure system. In many cases, the bridges span over watercourses and roadways, and require regular maintenance, rehabilitation, and eventual replacement to minimize the risk of failure, and ensure levels of service.

2017 highlights

Pedestrian

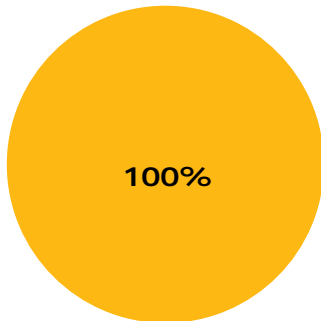
- 100 Steps: Elizabeth St to Grange St

Vehicle

- Edinburg Rd S Bridge Waterproofing and Resurfacing

Capital budget: Programs of work

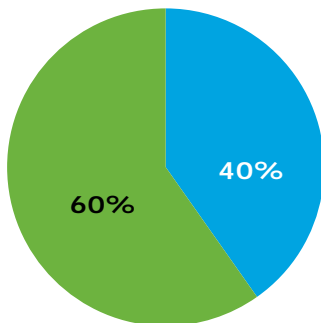
Capital budget approval allocation



■ Tax-supported

■ Non-tax support

Funding sources



■ Grants

■ Tax

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Pedestrian	\$250	\$0	\$600	\$4,530	\$5,380
Vehicle	\$605	\$2,227	\$275	\$8,999	\$12,106
Total	\$855	\$2,227	\$875	\$13,529	\$17,486

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$855	Tax	\$511
		Grants	\$344
Non-tax-supported budget	\$0		
Total	\$855		\$855

Operating impacts

There are no known operating impacts at this time.

2017 Tax Supported Capital Budget

2018 to 2026 Tax Supported Capital Forecast

Bridges & Structures

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Tax Funded
Bridges & Structures									
Pedestrian									
RB0006 PEDESTRIAN BRIDGE RECONSTRUCT	250,000		500,000	500,000	500,000	2,500,000	4,250,000		4,250,000
RD0330 EMMA/EAR PEDESTRIAN BRIDGE			100,000	1,030,000			1,130,000		1,130,000
Total Pedestrian	250,000		600,000	1,530,000	500,000	2,500,000	5,380,000		5,380,000
Vehicle									
RB0003 BRIDGE RECONSTRUCTION	175,000	152,000		175,000	200,000	5,574,000	6,276,000		6,276,000
RB0005 SPEEDVALE AVE BRIDGE		1,800,000					1,800,000	1,440,000	360,000
RD0284 STRUCTURE REHABILITATION	430,000	275,000	275,000	275,000	275,000	2,500,000	4,030,000	3,224,000	806,000
Total Vehicle	605,000	2,227,000	275,000	450,000	475,000	8,074,000	12,106,000	4,664,000	7,442,000
Total Bridges & Structures	855,000	2,227,000	875,000	1,980,000	975,000	10,574,000	17,486,000	4,664,000	12,822,000
Total Bridges & Structures	855,000	2,227,000	875,000	1,980,000	975,000	10,574,000	17,486,000	4,664,000	12,822,000

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Building Renewal

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

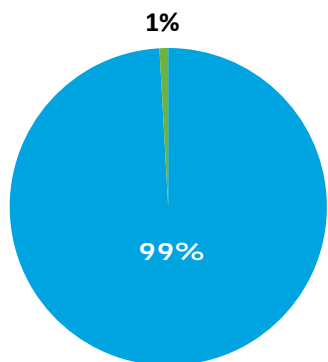
Lead Department

Facilities Management

Total Capital Investment

2017 \$5,341,800

Capital expenditure type



■ Infrastructure Renewal

■ Growth

Description

This program accomplishes a variety of functions; renovations and maintenance of the City's facilities, building condition assessments, structural repairs to ensure integrity of all facilities and minor upgrades and expansions.

Benefits and associated risks

Maintaining the buildings in good working condition ensures that the City is able to provide services without interruption. Facilities may be inwards-facing or open to the public directly. It is essential to ensure they provide the functions needed, at the right levels of comfort, so that staff is able to maintain the levels of service that they are required to and the community has a positive and enjoyable experience.

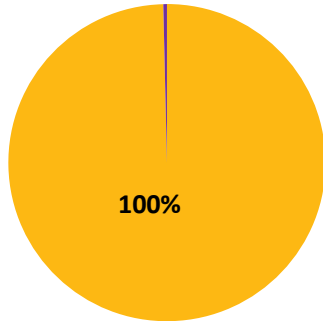
Elimination of funding from this program will impact the ability to maintain the overall condition of the City's buildings at a suitable level. It may not perform at the level the services and programs operating out of it require, or may require closure of a facility, and potentially significant future investment to restore the facilities to the appropriate condition as dictated by the desired service level.

2017 highlights

- McCrae House – renovations to Coach house
- Civic Museum – repointing of exterior walls
- Goldie Mills – renovation of washroom facilities
- Evergreen Centre – washroom renovation and parking lot resurfacing

Capital budget: Programs of work

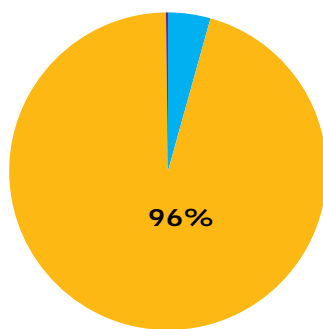
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Grant ■ Tax ■ Partner

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Expansions & Upgrades	\$850	\$365	\$875	\$7,105	\$9,195
Renewal	\$4,211	\$6,450	\$6,958	\$28,376	\$45,995
Structural	\$281	\$515	\$100	\$700	\$1,596
Total	\$5,342	\$7,330	\$7,933	\$36,181	\$56,786

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$5,322	Tax	\$5,092
		Grants	\$230
Non-tax-supported budget	\$20	Own Revenue	\$10
		Partner	\$10
Total	\$5,342		\$5,342

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Tax Supported Capital Budget 2018 to 2026 Tax Supported Capital Forecast Building Expansion, Renewal & Upgrades

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	Tax Funded
Building Expansion, Renewal & Upgrades												
Expansion & Upgrades												
GG0180 ACCESSIBILITY IMPROVEMENTS	200,000	200,000	200,000	200,000	200,000	800,000	1,800,000					1,800,000
GG0208 MUNICIPAL ST BLDG EXPANSION					1,350,000		1,350,000				1,066,500	283,500
GG0231 45 MUNICIPAL BUILDING UPGRADES						200,000	200,000					200,000
LB0020 MAIN LIBRARY UPGRADES	160,000		60,000			470,000	690,000					690,000
LB0021 BRANCH EXPANSION- BULLFROG					310,000		310,000					310,000
LB0025 LIBRARY - BULLFROG - ACCESSIBILITY IMPROVEMENTS				50,000			50,000					50,000
LB0033 BRANCH UPGRADES & SUSTAINABI	30,000	65,000	15,000	35,000		215,000	360,000					360,000
MU0013 MCCRAE COACH HOUSE RENOS	460,000				25,000		485,000	230,000				255,000
WM0040 HOUSEHOLD HAZARDOUS WASTE EXPANSION		100,000					100,000					100,000
WR0001 MRF BUILDING UPGRADE						3,250,000	3,250,000					3,250,000
WR0002 REUSE CENTRE			600,000				600,000					600,000
Total Expansion & Upgrades	850,000	365,000	875,000	285,000	1,885,000	4,935,000	9,195,000	230,000			1,066,500	7,898,500
Building Renewal												
FS0054 FIRE FACILITY RENEWAL	135,000	358,000	95,000	492,000	260,500	1,602,500	2,943,000					2,943,000
GG0158 COURTS FACILITY RENEWAL	20,000		25,000	14,000	20,000	139,900	218,900		109,450	109,450		
GG0233 OPERATIONS AND TRANSIT FACILITY RENEWAL	462,000	10,000		2,523,000	415,000	2,048,500	5,458,500					5,458,500
GG0245 ADMINISTRATINO FACILITIY RENEWAL	480,000	762,330	1,762,500	700,000	475,000	2,137,075	6,316,905					6,316,905
LB0034 LIBRARY FACILITY RENEWAL	339,000	74,000				363,000	776,000					776,000
PO0021 PARKS FACILITY RENEWAL	559,800	1,161,860	531,870	451,100	294,600	836,486	3,835,716					3,835,716
PS0068 POLICE FACILITIES RENEWAL						2,213,800	2,213,800					2,213,800
RF0080 RECREATION FACILITY RENEWAL	1,665,000	3,884,000	1,844,100	3,014,500	1,137,800	6,111,850	17,657,250					17,657,250
WC0002 TRANSFER STATION UPGRADES	50,000	200,000	2,700,000	700,000			3,650,000					3,650,000
WC0003 SOLID WASTE ADMIN UPGRADES				225,000	2,000,000		2,225,000					2,225,000
WC0012 SOLID WASTE BUILDING RENEWAL						100,000	100,000					100,000
WC0014 SOLID WASTE ASPHALT RENEWAL	500,000						500,000					500,000
WN0002 SNOW DISPOSAL FACILITY RENEWAL						100,000	100,000					100,000
Total Building Renewal	4,210,800	6,450,190	6,958,470	8,119,600	4,602,900	15,653,111	45,995,071		109,450	109,450		45,776,171
Structural												
GG0234 FACILITY STRUCTURAL RENEWAL	281,000	515,000	100,000	100,000	100,000	500,000	1,596,000					1,596,000
Total Structural	281,000	515,000	100,000	100,000	100,000	500,000	1,596,000					1,596,000
Total Building Expansion, Renewal & Upgrades	5,341,800	7,330,190	7,933,470	8,504,600	6,587,900	21,088,111	56,786,071	230,000	109,450	109,450	1,066,500	55,270,671

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Contaminated Sites

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

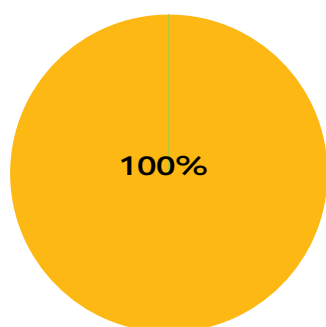
Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$3,075,000

Capital expenditure type



- Infrastructure Renewal
- City Building
- Growth

Description

Consists of the activities required to manage the City's liabilities associated with city-owned environmentally contaminated sites. There are at least 43 City owned properties, roads and/or right-of-ways (ROW) that are known to be contaminated or are potentially contaminated based on their historical usage (e.g. as former industrial or commercial uses or historical landfill sites). The financial liability associated with these sites was identified and accounted for under the Public Sector Accounting Board (PSAB) Standard- PS 3260- Liability for Contaminated Sites in 2015 and the City estimates it could cost up to \$30 million to maintain, mitigate, or remediate these properties based on current information. Main focus is to manage the City's contaminated site liabilities from an engineering perspective.

In May 2016, Council directed BDE to establish a partnership with two non-governmental entities for the purpose of redeveloping the former IMICO property. BDE's component of the requested 2017 budget is intended to be used to further advance pre-planning activities, which will support applications to anticipated provincial and/or federal government infrastructure, social and/or brownfield remediation funding programs. It is the intent to use these funds to also leverage funding with the noted non-governmental entities and the Council approved development partners.

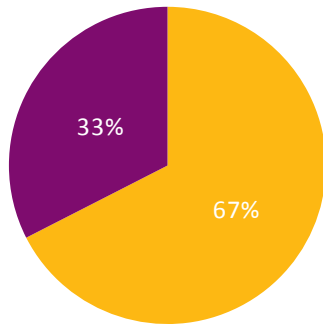
Benefits and associated risks

The benefits to managing these sites include: investing in our assets to prepare them for potential divestiture or redevelopment, working towards revitalizing neighborhoods, reducing the city's liability for contaminated sites (thereby maintaining or improving the City's credit rating), protecting the city's groundwater, managing public health/safety, compliance with the MOECC Order, avoidance of future MOECC Orders (i.e., maintaining control of scope and cost), and ensuring environmental issues are not exacerbated due to lack of management (resulting in increased costs in the future).

The risks of not managing the contaminated site portfolio include: fines for non-compliance with MOECC Orders, issuance of future Orders (loss of control of scope, schedule, and cost), stalling redevelopment, exacerbation of contamination (i.e., making the problem worse), continued liability (published though PSAB), and risk to public health/safety and environmental protection will not be managed. Lack of funding for BDE's activities may impede the City's ability to respond in a business-like manner with the Council approved development partners. It may also put at risk the ability of the City to re-act quickly to

Capital budget: Programs of work

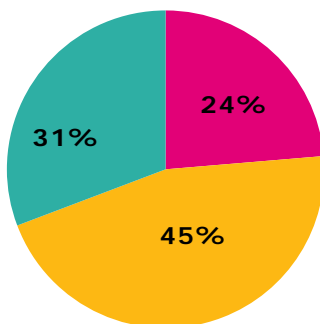
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Rate ■ Tax ■ Debt

Provincial/Federal funding program announcements which may benefit the remediation of this brownfield property.

2017 highlights

- Continued investigation and remediation of former IMICO site, Fountain Street Site and retired landfill sites
- Development of partnership for redevelopment of former IMICO site
- Removal, remediation and replacement of Operations Fuel System

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Fountain St.	\$175	\$175	\$175	\$10,825	\$11,350
IMICO Site	\$1,250	\$1,150	\$950	\$1,300	\$4,650
45 Municipal St.	\$1,300	\$0	\$0	\$0	\$1,300
Retired Landfills	\$350	\$595	\$1,315	\$5,465	\$7,725
Total	\$3,075	\$1,920	\$2,440	\$17,590	\$25,025

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,075	Tax	\$625
		Debt	\$1,300
Non-tax-supported budget	\$1,000	Rate	\$1,000
Total	\$3,075		\$3,075

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Contaminated Sites**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Tax Funded	Debt	Rate Funding
Fountain St Parking Lot										
PL0058 SITE MONITORING & REMEDIATION	175,000	175,000	175,000	1,075,000	1,050,000	8,700,000	11,350,000	11,350,000		
Total Fountain St Parking Lot	175,000	175,000	175,000	1,075,000	1,050,000	8,700,000	11,350,000	11,350,000		
IMICO Site										
PL0040 SITE MONITORING & REMEDIATION	150,000	1,150,000	950,000	550,000	100,000	650,000	3,550,000			
PL0064 IMICO PLANNING	100,000						100,000	100,000		
ST0022 IMICO SITE MONITORING & REMEDIATION	500,000						500,000			500,000
WT0036 IMICO SITE MONITORING & REMEDIATION	500,000						500,000			500,000
Total IMICO Site	1,250,000	1,150,000	950,000	550,000	100,000	650,000	4,650,000	100,000		1,000,000
45 Municipal St.										
GG0246 MUNICIPAL ST FUEL TANK REPLACEMENT	1,300,000						1,300,000		1,300,000	
Total 45 Municipal St.	1,300,000						1,300,000		1,300,000	
Retired Landfill Sites										
PL0059 2016 - 2018 HISTORICAL LANDFILL INVESTIGATION	350,000	595,000					945,000	945,000		
PL0060 2019 - 2021 HISTORICAL LANDFILL INVESTIGATION			1,315,000	1,400,000	1,800,000	2,265,000	6,780,000	6,780,000		
Total Retired Landfill Sites	350,000	595,000	1,315,000	1,400,000	1,800,000	2,265,000	7,725,000	7,725,000		
Total Contaminaited Sites	3,075,000	1,920,000	2,440,000	3,025,000	2,950,000	11,615,000	25,025,000	19,175,000	1,300,000	1,000,000

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Downtown Implementation

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

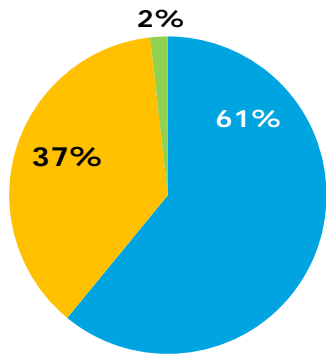
Lead Department

**Business Development
and Enterprise**

Total Capital Investment

2017 \$1,445,000

Capital expenditure type



■ Infrastructure Renewal
■ City Building
■ Growth

Description

The Downtown Secondary Plan is a comprehensive vision for revitalizing downtown Guelph up to 2031. It addresses the requirements of both municipal and provincial growth plans by planning for increased residential development to complement continued commercial and employment growth and cultural activities in the downtown core. The implementation of the Secondary Plan is complex, requiring the alignment of projects and partnerships between the City, private landowners, institutions, downtown businesses and others.

Benefits and associated risks

Significant private sector development momentum has been created around the Downtown Secondary Plan since 2012. There are over 1,000 housing units and over 100,000sqft of commercial space has been approved, in development or constructed over the past five years. This addresses approximately a third of the growth targets in the 2031 planning horizon and the creation of significant new assessment growth and economic activation into the downtown area.

Parking infrastructure has not had significant renewal over the last decades but is now the focus of the Parking Master Plan adopted by Council in 2015. Addressing parking needs in the evolving urban area is fundamental to growing the economic vitality and value of downtown and to continue to attract and maintain additional employment sector investment activity.

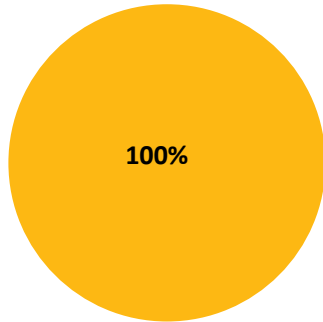
Addressing aging infrastructure is not easy. The projects can be complex with multiple stakeholders impacted and needing to be managed during project delivery. However, delaying the investment simply defers escalating costs and has the potential to stall ongoing development activities and future interests.

2017 highlights

Parking	\$1,370,000
Structure repairs at existing parkades	
Open Spaces	\$75,000
Design of pedestrian railway bridge	

Capital budget: Programs of work

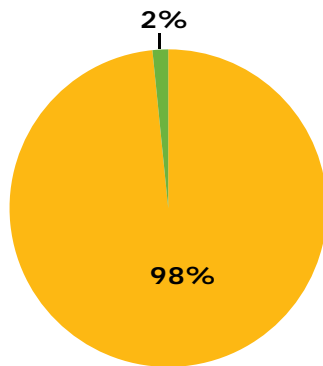
Capital budget approval allocation



■ Tax-supported

■ Non-tax supported

Funding sources



■ Tax

■ DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Land	\$0	\$3,800	\$0	\$16,575	\$20,375
Library	\$0	\$0	\$0	\$55,200	\$55,200
Open Spaces	\$75	\$1,700	\$100	\$1,612	\$3,487
Parking	\$1,370	\$3,500	\$10,490	\$9,212	\$23,572
Strategy	\$0	\$200	\$0	\$0	\$200
Total	\$1,445	\$7,800	\$10,590	\$82,599	\$102,834

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$1,445	Tax	\$1,411
		DC	\$34
Non-tax-supported budget	\$0		
Total	\$1,445		\$1,445

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

CITY OF GUELPH
2017 TAX SUPPORTED CAPITAL BUDGET
2018 TO 2026 TAX SUPPORTED CAPITAL FORECAST
Downtown Implementation

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Developer & Partner	Development Charges	Tax Funded
Downtown Implementation										
Downtown Land										
PK0071 WELLINGTON PARK-LAND AQUISITION					75,000	16,500,000	16,575,000	7,575,000		9,000,000
SS0018 BAKER ST REDEVELOPMENT PH2		3,800,000							1,750,700	2,049,300
Total Downtown Land					75,000	16,500,000	16,575,000	7,575,000		9,000,000
Downtown Library										
LB0028 MAIN BRANCH LIBRARY				55,200,000			55,200,000		6,668,400	48,531,600
Total Downtown Library				55,200,000			55,200,000		6,668,400	48,531,600
Downtown Open Spaces										
PK0060 RIVERWALK		100,000		100,000		600,000	800,000		720,000	80,000
PK0072 DOWNTOWN RIVER SYSTEMS				212,000			212,000		190,800	21,200
PK0075 PEDESTRIAN RAILWAY BRIDGE	75,000	1,500,000					1,575,000		708,750	866,250
PO0029 DOWNTOWN TREES		100,000	100,000	100,000	100,000	500,000	900,000			900,000
Total Downtown Open Spaces	75,000	1,700,000	100,000	412,000	100,000	1,100,000	3,487,000		1,619,550	1,867,450
Downtown Parking										
PG0059 PARKING EQUIPMENT REPLACEMENT	220,000				460,000		680,000			680,000
PG0066 PARKADE FACILITY LIFECYCLE	1,050,000	1,700,000	490,000	650,000	1,180,000	5,642,000	10,712,000			10,712,000
PG0075 PARKING SYSTEM STUDY		100,000				280,000	380,000		171,000	209,000
PG0077 PARKING SELF PAY MACHINES	100,000	700,000				1,000,000	1,800,000			1,800,000
PG0079 DOWNTOWN PARKADE 2			10,000,000				10,000,000			10,000,000
Total Downtown Parking	1,370,000	2,500,000	10,490,000	650,000	1,640,000	6,922,000	23,572,000		171,000	23,401,000
Downtown Strategy										
SS0025 BAKER STREET		100,000					100,000			100,000
SS0026 DOWNTOWN IMPLEMENTATION STRATEGY		100,000					100,000			100,000
Total Downtown Strategy		200,000					200,000			200,000
Total Downtown Implementation	1,445,000	4,400,000	10,590,000	56,262,000	1,815,000	24,522,000	99,034,000	7,575,000	8,458,950	83,000,050

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Downtown Infrastructure Renewal

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

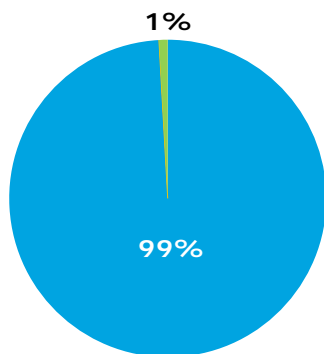
Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$6,598,000

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

The Downtown Secondary Plan is a comprehensive vision for revitalizing downtown Guelph up to 2031. It addresses the requirements of both municipal and provincial growth plans by planning for increased residential development, continued commercial and employment growth and cultural activities in the downtown core. The implementation of the Secondary Plan is complex, requiring the alignment of projects and partnerships between the City, private landowners, institutions, downtown businesses and others. This work addresses infrastructure renewal needs to ensure foundational services are maintained and ready for subsequent phases.

Benefits and associated risks

Linear infrastructure downtown is some of the oldest in Guelph, and there is a continued need to address renewal to maintain and support the redevelopment of properties in the area.

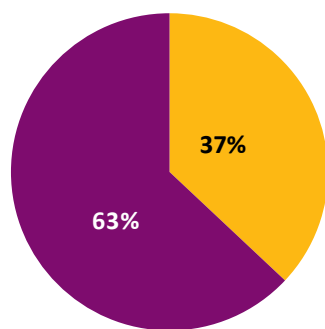
Addressing aging infrastructure is not easy. The projects can be complex with multiple stakeholders impacted and needing to be managed during project delivery. However, delaying the investment simply defers escalating costs and has the potential to stall ongoing development activities and future interests.

2017 highlights

- | | |
|-----------------------------------|--------------------|
| • Arthur Trunk Phase 2 – Neeve St | \$4,701,000 |
| • Wilson St: Gordon to Macdonell | \$1,600,000 |
| • Servicing Studies | \$210,000 |

Capital budget: Programs of work

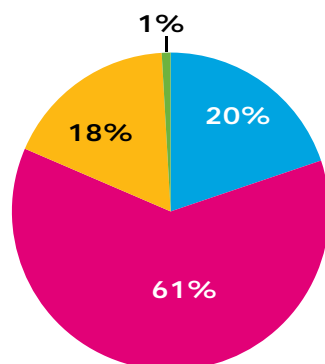
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Grant ■ Rate ■ Tax ■ DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Roads & Bridges	\$2,472	\$3,701	\$588	\$24,619	\$31,380
Stormwater	\$319	\$2,058	\$25	\$948	\$3,350
Wastewater	\$2,121	\$1,047	\$45	\$1,235	\$4,448
Water	\$1,686	\$573	\$50	\$1,483	\$3,792
Total	\$6,598	\$7,379	\$708	\$28,285	\$42,970

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,472	Tax	\$1,165
		Grants	\$1,307
Non-tax-supported budget	\$4,126	Rate	\$4,067
		DC	\$59
Total	\$6,598		\$6,598

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Downtown Infrastructure Renewal**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Roads & Bridges											
RB0008 DOWNTOWN BRIDGE RECONSTRUCTION		750,000					750,000			750,000	
RB0009 DOWNTOWN PEDESTRIAN BRIDGE RECONSTRUCTION			250,000	800,000			1,050,000			1,050,000	
RD0331 DOWNTOWN PUBLIC REALM PHASE 2						500,000	500,000			500,000	
RD0344 DOWNTOWN SERVICING STUDIES	45,000						45,000			45,000	
RD0346 DOWNTOWN ROAD UPGRADES	793,000	429,000	130,000	2,129,000	1,034,000	1,456,000	5,971,000			5,971,000	
RD0347 DOWNTOWN COMPLETE STREET MODIFICATIONS			207,500	3,271,800	8,700,000	6,728,400	18,907,700		9,453,850	9,453,850	
RD0348 DOWNTOWN MAJOR ROAD RECONSTRUCTION	1,634,000	2,522,000					4,156,000	3,324,800		831,200	
Total Roads & Bridges	2,472,000	3,701,000	587,500	6,200,800	9,734,000	8,684,400	31,379,700	3,324,800	9,453,850	18,601,050	
Stormwater						0					
SW0067 DOWNTOWN STORM SEWERS	294,000	2,058,000	25,000	346,000	267,000	335,000	3,325,000				3,325,000
SW0087 DOWNTOWN SERVICING STUDIES	25,000						25,000		18,700		6,300
Total Stormwater	319,000	2,058,000	25,000	346,000	267,000	335,000	3,350,000		18,700		3,331,300
Wastewater						0					
SC0028 DOWNTOWN SANITARY SEWERS					13,000	113,000	126,000				126,000
SC0045 DOWNTOWN SERVICING STUDIES	70,000						70,000		40,200		29,800
SC0046 DOWNTOWN SEWER REPLACEMENT	2,051,000	1,047,000	45,000	556,000	312,000	241,000	4,252,000				4,252,000
Total Wastewater	2,121,000	1,047,000	45,000	556,000	325,000	354,000	4,448,000		40,200		4,407,800
Water						0					
WD0022 DOWNTOWN CIP					15,000	135,000	150,000				150,000
WD0036 DOWNTOWN SERVICING STUDIES	70,000						70,000				70,000
WD0043 DOWNTOWN WATERMAIN REPLACEMENT	1,616,000	573,000	50,000	655,000	361,000	317,000	3,572,000				3,572,000
Total Water	1,686,000	573,000	50,000	655,000	376,000	452,000	3,792,000				3,792,000
Total Downtown Infrastructure Renewal	6,598,000	7,379,000	707,500	7,757,800	10,702,000	9,825,400	42,969,700	3,324,800	9,512,750	18,601,050	11,531,100

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Sub-program - Wilson St: Gordon St to Macdonell St

Lead Service Area	Description
Infrastructure, Development and Enterprise Services	Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Wilson St from Gordon St. to Macdonell St. to coordinate with the construction of the Wilson St. Parkade.
Lead Department	Overall, the assets within the corridor are nearing the end of their service lives and are showing signs of deterioration and failure. The cast iron water mains were installed in 1903 and have exceeded their service lives and there has been a water main break along the line. The storm and sanitary sewers were installed in the same period and have exceeded their service lives. The storm and sanitary sewers are combined in at least one of the existing manholes in this section of the road.
Engineering and Capital Infrastructure Services	
Total Capital Investment	
2017 \$1,600,000	<p>The road surface is in very poor condition within the project limits and shows signs of advanced base and surface deterioration. Full reconstruction will prevent asset failure, deteriorating levels of service and align with the construction of the Wilson St. Parkade. The proposed surface works will be constructed as per the Downtown Streetscape Manual. This will be the first street reconstructed as per the manual.</p> <p>Benefits and associated risks</p> <p>There is a likelihood that the surface and underground infrastructure within the right-of-way will fail in the near future if not addressed. In addition, increased traffic flow due to the new Parkade exposes the surface to enhanced deterioration and increases user risks. If this project is not completed the consequences of sub-surface infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups or basement flooding. The design for this project has already been completed and construction is recommended to be completed in 2017 to minimize the likelihood of infrastructure failures. Information presented to the public identified that the reconstruction of Wilson St. and the Wilson Parkade are one overall construction project to be constructed concurrently. Delaying the reconstruction of Wilson St. will result in negative feedback from the public and local businesses.</p> <p>2017 highlights</p> <ul style="list-style-type: none">• Reconstruction of Road, Storm, Water and Sewer

Sub-program - Arthur St Wastewater Trunk Capacity Upgrades (WW-I-21)

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$4,701,000

Description

As part of the City's sanitary sewer drainage network, a gravity sewer and a siphon cross the Speed River in the area north of Neeve Street. They connect the Arthur Street trunk sanitary sewer to the Speed River trunk sanitary sewer on Wellington Street. East of the Speed River the sewer passes through private property. The two sewers which service a drainage area of approximately 965 hectares in the northeast part of the City, are at the end of their service life and require replacement. The existing Speed River crossings pose several risks due to their age and location within the river. Additionally, the ability for this portion of the Arthur Trunk Sewer to convey peak flows under existing and future growth scenarios is limited given its current condition.

There is an opportunity to provide a new route and alignment for the Arthur Street Trunk Sewer downstream of Macdonell Street. The process of selecting a new route will consider environmental, social/cultural and economic impacts associated with the construction of a new sanitary trunk sewer. The new trunk sewer will also be able to convey peak flows under existing and future growth scenarios. Work will include the installation of sanitary sewers, storm sewer, water main, curb and gutter, sidewalks, bike lanes and on-street parking. Final road design will provide one lane for vehicular traffic in each direction and on-road bicycle lanes as recommended by the Cycling Master Plan. Phase 1 of this project was completed in the summer of 2016 and Phase 2 is currently in progress.

Benefits and associated risks

Completion of this project mitigates existing deficiencies and supports future growth. There are multiple condominium developments planned to be constructed in the near future along Arthur Street that will impose greater capacity requirements that are beyond the limits of the existing sanitary and water main infrastructure. Delay of completing this work negatively impacts the planned growth initiatives for this area

2017 highlights

Phase 3a - Neeve St: Howitt St to Cross St -Construction

Phase 3b - Cross St: Neeve St to Arthur St S -Construction

Full Corridor Reconstruction, Growth

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

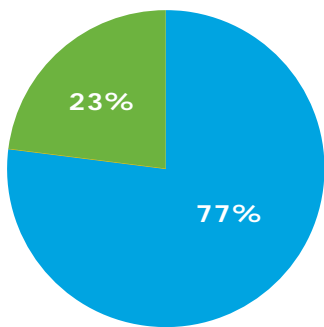
**Engineering and
Capital Infrastructure
Services**

Total Capital Investment

2017

\$3,690,000

Capital expenditure type



■ Infrastructure Renewal
■ City Building
■ Growth

Description

The full corridor reconstruction growth program includes capacity or redundancy upgrades to wastewater, stormwater, and/or water infrastructure and full replacement of the road, sidewalk, and other adjacent infrastructure within the municipal right of way. Each sub-project has been developed based on master plan recommendations and a review of available information such as capacity assessments, condition assessments, historical failures, current and desired levels of service, risks, and anticipated future deterioration. The needs of each asset group have been analyzed and correlated to evaluate the options of rehabilitating or repairing one or more of the asset groups versus full reconstruction. Where a project has been included within the full corridor reconstruction growth program, it has been deemed that the optimum option is to upsize the underground infrastructure and fully reconstruct the corridor from lifecycle, risk, level of service, and financial perspectives.

Benefits and associated risks

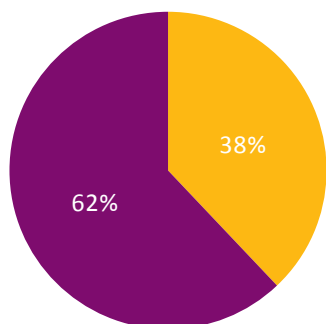
The integrated capital budgeting approach that was utilized for this year aims to optimize the project list to ensure that levels of service are being maintained and risks are being minimized in the most cost effective manner. The consequences of not completing these master plan recommended projects is that there may be insufficient infrastructure capacity to support growth, or there may be increased risks of flooding or backups (in the case of wastewater and stormwater). In addition, there may be increased likelihood of underground infrastructure failure which could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding.

2017 highlights

- Bristol St Wastewater Trunk Capacity Upgrades **\$2,000,000**
- Niska Rd: City Boundary to Downey Rd – Design **\$450,000**
- Speedvale Ave E Water Transmission and Wastewater Trunk Capacity Upgrades **\$322,000**

Capital budget: Programs of work

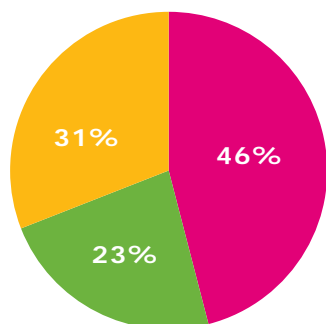
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Rate

■ DC

■ Tax

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Roads	\$1,400	\$4,998	\$3,988	\$65,376	\$75,762
Stormwater		\$814	\$740	\$11,429	\$12,983
Water	\$756	\$1,491	\$1,422	\$17,553	\$20,222
Wastewater	\$1,534	\$1,159	\$1,639	\$16,882	\$21,214
Total	3,690	\$8,462	\$7,789	\$111,241	\$131,182

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$1,400	Grant	\$826
		Tax	\$317
		DC	\$257
Non-tax-supported budget	\$2,290	Rate	\$1,696
		DC	\$594
Total	\$3,690		\$3,690

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Non-Tax Supported Capital Budget 2018 to 2026 Non-Tax Supported Capital Forecast Full Corridor Reconstructin - Growth

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Developer & Partner	Development Charges	Tax Funded	Rate Funding
Roads												
RD0265 GORDON-CLAIR TO MALTBY RECONSTRUCTION				500,000	2,900,000		3,400,000			2,380,000	1,020,000	
RD0270 YORK-VICTORIA TO EAST CITY LIM		378,000	503,000	3,531,000	2,681,000	2,516,000	9,609,000		3,363,300	4,372,000	1,873,700	
RD0286 NISKA BRIDGE REPL	368,000	3,747,000					4,115,000			2,880,500	1,234,500	
RD0335 SILVERCREEK PKWY-CN SEPERATION						7,646,100	7,646,100		4,454,600	2,086,200	1,105,300	
RD0339 MAJOR ROAD - FCR - GROWTH	1,032,000	873,000	3,485,000	3,118,000	540,000	41,944,000	50,992,000	40,793,600			10,198,400	
Total Roads	1,400,000	4,998,000	3,988,000	7,149,000	6,121,000	52,106,100	75,762,100	40,793,600	7,817,900	11,718,700	15,431,900	
Stormwater												
SW0078 STORM WATER - FCR - GROWTH		814,000	740,000	1,265,000	615,000	9,549,900	12,983,900					12,983,900
Total Stormwater		814,000	740,000	1,265,000	615,000	9,549,900	12,983,900					12,983,900
Wastewater												
SC0004 WWI3 SPEED- HANLON TO ERAMOSA		87,000	775,000				862,000					862,000
SC0006 WWI7 SPEEDVL- MARLBORO TO METCALFE	107,000	1,003,000	276,000				1,386,000			152,500		1,233,500
SC0012 WW-I-5 REPL YORKSHIRE TRUNK					8,000	540,000	548,000			213,700		334,300
SC0015 WWI8 WATER- MAPLE TO GORDON			48,000	434,000			482,000					482,000
SC0027 GORDON- CLAIR TO MALTBY					750,000		750,000			675,000		75,000
SC0031 WW-I-1A PARALLEL PIPE EAST OF HANLON TO WWTP			200,000			2,343,000	2,543,000			508,600		2,034,400
SC0032 WW-I-18 YORKSHIRE - BRISTOL TO WATERLOO			31,000	279,000	10,000	2,105,000	2,425,000			533,500		1,891,500
SC0034 WW-I-20 MONTICELLO - STONE TO DIMSON						1,120,000	1,120,000			321,400		798,600
SC0036 STEVE:BENNET-ERAMOSA PHASE 3			230,000				230,000			71,300		158,700
SC0039 SEWER REPLACEMENT - FCR - GROWTH	427,000	69,000	79,000	537,000	623,000	8,133,000	9,868,000					9,868,000
WS0085 WWI1 YORK - HANLON-VICTORIA	1,000,000						1,000,000			510,000		490,000
Total Wastewater	1,534,000	1,159,000	1,639,000	1,250,000	1,391,000	14,241,000	21,214,000			2,986,000		18,228,000
Water												
WD0001 GORDON- CLAIR TO MALTBY					707,500		707,500			636,700		70,800
WD0005 WI6 SPEEDVALE-WATSON-WESTMOUNT	145,000	1,382,000	465,000				1,992,000			996,000		996,000
WD0007 WI9 WELLINGTON: HANLON-WATSON		71,000	71,000	475,000	475,000	475,000	1,567,000			783,500		783,500
WD0009 WI14 ARKELL WELL TRANSMISSION MAIN						1,813,000	1,813,000			906,500		906,500
WD0013 WI-18 EXHIBITION/DUBLIN			18,000	159,000			177,000			134,500		42,500
WD0016 WI16 HANLON CROSSING - PAISLEY						3,276,000	3,276,000			2,948,400		327,600
WD0034 VICT:DAKOTA-WOODLAWN (W-I-28)						412,000	412,000			370,800		41,200
WD0035 WOODLAWN:VIC-CITY LIMIT (WI28 & WI22)						832,000	832,000			748,800		83,200
WD0040 WATERMAIN REPLACEMENT - FCR - GROWTH	611,000	38,000	868,000	1,017,000	209,000	7,702,000	10,445,000					10,445,000
Total Water	756,000	1,491,000	1,422,000	1,651,000	1,391,500	14,510,000	21,221,500			7,525,200		13,696,300
Total Full Corridor Reconstruction - Growth	3,690,000	8,462,000	7,789,000	11,315,000	9,518,500	90,407,000	131,181,500	40,793,600	7,817,900	22,229,900	15,431,900	44,908,200

Sub-program - Bristol St Wastewater Trunk Capacity Upgrades

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$2,000,000

Description

Aging infrastructure under the Bristol Street roadway needs to be replaced. The City's construction plans include the replacement of sanitary and storm sewer pipes, water main, curb and gutter and driveway aprons. Construction between Holiday Street and Wellington Street is the second phase of a multi-phased construction project required to implement the Speed River Trunk as per the Water & Wastewater Master Plan. This project will connect the sewer upgrades completed on Wellington Road in 2014 and connect to the first phase of the Bristol Street project from Edinburgh Road to Holiday Street currently underway. Future phases of this trunk sewer to the west of Edinburgh Road will be brought forward in subsequent years. The twin sanitary sewers include a 450mm sewer and a 750mm sewer.

Benefits and associated risks

The existing sanitary sewers along Bristol Street are at capacity and nearing the end of their service life. The Bristol Street sanitary is also designed to provide interconnection relief to the sanitary sewer along Waterloo Avenue. Delaying completion of this project impacts the level of service and ability to provide relief, posing a risk for an overflow condition.

2017 Highlights

- Phase 2 - Bristol St: Holiday St to Wellington St W - Construction

Sub-program - Niska Rd: City Boundary to Downey Rd

Lead Service Area	Description
Infrastructure, Development and Enterprise Services	An Environmental Assessment study has been completed for this project and is presently with the Ministry of the Environment and Climate Change (MOECC) for a decision due to four Part II order requests. Following a decision from the MOECC, this project will move into detailed design to finalize design considerations regarding heritage and natural environment considerations.
Lead Department	The additional funding is required to proceed through the detailed design stage of this project. Pending Council and MOECC approval Request for Proposals will be made for a Heritage Impact Assessment, Detailed Design of the Niska Road replacement Bridge as well as for the Niska Road reconstruction to an urban cross-section with pedestrian and cyclist infrastructure.
Engineering and Capital Infrastructure Services	The underground infrastructure along Niska Road was installed between 1987 and 1996 and is still well within its typical service life. There have been no water main breaks, and mains have a low likelihood of failure. The sewers are in good condition and also show no signs of failure. Therefore reconstruction of only the road is recommended. The Niska Bridge was identified to be replaced following inspections completed by a third-party consultant. Due to the deteriorating condition of the Niska Road Bridge, inspections have been increased to two times per year versus once every two years, and monthly inspections are carried out on the abutments to ensure no lateral deflection.
Total Capital Investment	Benefits and associated risks
2017 \$450,000	Segments of the roadway and the bridge over the Speed River are at the end of their useful life and require a solution to address their deterioration and increasing maintenance costs. In addition to reviewing a variety of road cross-sections, improvements to the Downey Road intersection, impacts to the environment and community road safety issues, a range of bridge solutions has also be examined including, but not limited to, bridge closure, rehabilitation or replacement.
	2017 highlights
	<ul style="list-style-type: none"> • Niska Rd: City Boundary to Downey Rd - Design

Sub-program - Speedvale Ave E Water Transmission and Wastewater Trunk Capacity Upgrades

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and
Capital Infrastructure
Services**

Total Capital Investment

2017 \$322,000

Description

This project was identified in the Wastewater Supply Master Plan (WWSMP) to improve service and capacity, create redundancy and address current condition deficiencies. The W-I-6 project is a continuation of the water main that has been installed along Speedvale Avenue from Watson Parkway to Manhattan Court. The WWSMP recommends that this water main be extended to Westmount Road. This project would represent another phase of the construction of this project. The WW-I-7 project will increase the capacity of the sanitary sewer along Speedvale Avenue from Metcalfe Street to the existing Arthur Trunk sewer at Marlborough Road.

Benefits and associated risks

Mitigates existing capacity deficiencies and supports future growth. There have been identified potential sanitary capacity constraints and inadequate water distribution services. The current servicing is insufficient for future growth (i.e. poor water pressure or reduced fire flows and reduced sanitary capacity). The proposed water main will improve the east/west flow of water in the City and support the higher water pressure north of Speedvale Avenue.

2017 highlights

- Phase 1 - Speedvale Ave E: Woolwich St to Delhi St - Design

Full Corridor Reconstruction, Renewal

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

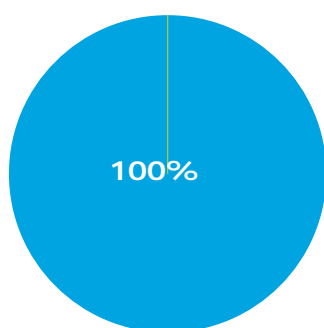
Lead Department

**Engineering and
Capital Infrastructure
Services**

Total Capital Investment

2017 \$7,009,800

Capital expenditure type



■ Infrastructure Renewal
■ City Building
■ Growth

Description

The full corridor reconstruction program includes the replacement of the road, sidewalk, water, wastewater and stormwater infrastructure within the municipal right of way. Each sub-project has been developed based on a review of available information such as condition assessments, historical failures, current and desired levels of service, risks, and anticipated future deterioration. The needs of each asset group have been analyzed and correlated to evaluate the options of rehabilitating or repairing one or more of the asset groups versus full reconstruction. Where a project has been included within the full corridor reconstruction program, it has been deemed that the optimum option is to fully reconstruct the corridor from lifecycle, risk, level of service, and financial perspectives.

Benefits and associated risks

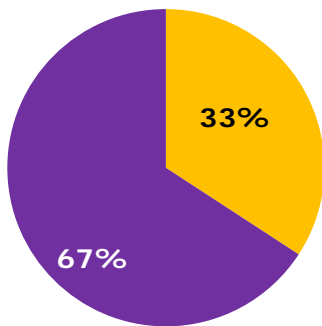
The integrated capital budgeting approach that was utilized for this year aims to optimize the project list to ensure that levels of service are being maintained and risks are being minimized in the most cost effective manner. The consequences of underground infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding.

2017 highlights

- Metcalfe St: Speedvale Ave E to Eramosa Rd **\$3,595,800**
- Wheeler Ave: Elizabeth St to Ferguson St **\$750,000**
- Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd (aligned with MTO Hanlon Upgrade) **\$2,582,000**

Capital budget: Programs of work

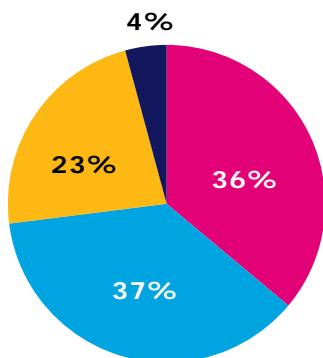
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Rate

■ Grants

■ Tax

■ CAR Reserve

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Roads	\$2,398	\$334	\$2,936	\$14,620	\$20,288
Stormwater	\$811	\$322	\$492	\$3,686	\$5,311
Water	\$2,207	\$961	\$6,064	\$6,059	\$15,291
Wastewater	\$1,594	\$648	\$542	\$3,076	\$5,860
Total	\$7,010	\$2,265	\$10,034	\$27,441	\$46,750

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,398	Tax	\$1,665
		Grants	\$550
		CAR Reserve	\$183
Non-tax-supported budget	\$4,612	Rate	\$2,341
		Grants	\$2,147
		CAR Reserve	\$124
Total	\$7,010		\$7,010

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Full Corridor Reconstructin - Renewal**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Roads											
RD0277 CIP ROAD UPGRADES	83,000	134,000		313,000	2,844,000	1,393,000	4,767,000	3,813,600		953,400	
RD0280 MAJOR ROAD RECONSTRUCTION	1,582,000	66,000	2,627,000			7,197,000	11,472,000	9,177,600		2,294,400	
RD0281 MINOR ROAD RECONSTRUCTION		134,000	309,000		73,000	800,000	1,316,000			1,316,000	
RD0324 COMPLETE STREET MODIFICATIONS				400,000	400,000	1,200,000	2,000,000		1,000,000	1,000,000	
RD0345 CWWF 2016 METCALFE RECONSTRUCTION PHASE 1	732,600						732,600	549,450		183,150	
Total Roads	2,397,600	334,000	2,936,000	713,000	3,317,000	10,590,000	20,287,600	13,540,650	1,000,000	5,746,950	
Stormwater											
SW0057 STORM SEWER REPLACEMENT	316,000	322,000	492,000	105,000	971,000	2,610,000	4,816,000				4,816,000
SW0085 CWWF 2016 METCLAFE RECONSTRUCTION PHASE 1	495,300						495,300	371,475		123,825	
Total Stormwater	811,300	322,000	492,000	105,000	971,000	2,610,000	5,311,300	371,475		123,825	4,816,000
Wastewater											
SC0013 WARD ONE - SEWER REPLACEMENT						16,000	16,000				16,000
SC0042 SEWER REPLACEMENT - FCR	569,000	648,000	542,000	106,000	969,000	1,985,000	4,819,000				4,819,000
SC0043 CWWF 2016 METCALFE RECONSTRUCTION PHASE 1	1,024,700						1,024,700	768,525			256,175
Total Wastewater	1,593,700	648,000	542,000	106,000	969,000	2,001,000	5,859,700	768,525			5,091,175
Water											
WD0024 WATERMAIN REPLACEMENT			3,407,000	136,000	431,000	1,863,000	5,837,000				5,837,000
WD0041 WATERMAIN - FCR	864,000	961,000	2,657,000	142,000	1,301,000	2,186,000	8,111,000				8,111,000
WD0042 CWWF 2016 METCLAFE RECONSTRUCTION PHASE 1	1,343,200						1,343,200	1,007,400			335,800
Total Water	2,207,200	961,000	6,064,000	278,000	1,732,000	4,049,000	15,291,200	1,007,400			14,283,800
Total Full Corridor Reconstruction - Renewal	7,009,800	2,265,000	10,034,000	1,202,000	6,989,000	19,250,000	46,749,800	15,688,050	1,000,000	5,870,775	24,190,975

Sub-program - Metcalfe St: Speedvale Ave E to Eramosa Rd

Lead Service Area	Description
Infrastructure, Development and Enterprise Services	Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Metcalfe St from Speedvale Ave E to Eramosa Rd. Phase 1 (Metcalfe St from Speedvale Ave E to Eramosa Rd) has been awarded Provincial and Federal funding under the Clean Water and Wastewater Fund. Upon clearance of the grant, construction is proposed to start in 2017.
Lead Department	
Engineering and Capital Infrastructure Services	Assets within the corridor are nearing the end of their service lives and showing signs of deterioration and failure. Underground infrastructure was installed between 1944 and 1951. There have recently been three breaks on the cast iron waste mains and a CCTV condition assessment of the sewers identified several segments that have failed or are in very poor condition. Road segments have extensive cracking and are rated to be in poor condition. Sidewalks are in fair condition. The traffic signal and associated equipment at Metcalfe St and Eramosa Rd has exceeded its service life and requires replacement. Due to the multiple failures and deteriorating levels of service, it is recommended that the corridor is fully reconstructed.
Total Capital Investment	
2017 \$3,595,800	<p>Benefits and associated risks</p> <p>The surface and underground infrastructure within the right-of-way has already failed in several locations, and is resulting in increasing operational costs and risks to the public. If this project is not completed, the consequences of underground infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding. There is an existing water extraction well located on Metcalfe Street that is not fully utilized. The reconstruction of Metcalfe Street will add infrastructure to enable the full utilization of this water extraction well including a direct water connection from the Metcalfe well to the hospital. This will improve the redundancy of the hospital's water sources and increase the security of the water feed to the hospital.</p> <p>It is recommended that construction be completed in 2018 and 2019 to minimize the likelihood of additional failures occurring. The City recently received federal and provincial infrastructure funding approval through the Clean Water Wastewater Fund in support of this project.</p> <p>2017 highlights</p> <ul style="list-style-type: none"> • Phase 1 and 2 - Metcalfe St: Speedvale Ave E to Eramosa Rd - Design • Phase 1 - Metcalfe St: Speedvale Ave E to Terry Blvd - Construction

Sub-program - Wheeler Ave: Elizabeth St to Ferguson St

Lead Service Area	Description
Infrastructure, Development and Enterprise Services	Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Wheeler Ave from Elizabeth St to Ferguson St.
Lead Department	Overall, the assets within the corridor are nearing the end of their service lives, and are showing signs of deterioration and failure. The cast iron water mains were installed in 1902 and have exceeded their service lives. The wastewater sewers were installed in 1927 and have exceeded their service lives. The storm sewers were installed in 1957 and are nearing the end of their service lives. The road surface is in poor condition within the project limits showing signs of deterioration and utility cuts. While there have not currently been any failures on the segment, full reconstruction is recommended to prevent asset failure deteriorating levels of service.
Engineering and Capital Infrastructure Services	
Total Capital Investment	
2017 \$750,000	
	Benefits and associated risks
	There is a likelihood that the surface and underground infrastructure within the right- of-way will fail in the near future if not addressed. This would result in increasing operational costs and risks to the public. If this project is not completed, the consequences of sub-surface infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding. The design for this project has already been completed, and therefore construction is recommended to be completed in 2017 to minimize the likelihood of additional failures occurring.
	2017 highlights
	<ul style="list-style-type: none"> • Wheeler Ave: Elizabeth St to Ferguson St, Construction

Sub-program - Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd (aligned with MTO Hanlon Upgrade)

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$2,582,000

Description

Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Woodlawn Rd W from Silver Creek Pkwy N to Regal Rd. This project is to be aligned with a forthcoming upgrade to the Hanlon Expressway being completed by the Ministry of Transportation Ontario (MTO).

The underground infrastructure within the corridor is nearing the end of its service life. The cast iron water main was installed in the 1950's. The sanitary sewer is located behind the existing curb and is constructed of vitrified clay. The stormwater sewers have been assessed via CCTV and are in good condition. The road surface in the area has evidence of minor cracking, however is in fair condition for the traffic volumes. While the some of the infrastructure is in fair to good condition, reconstruction is recommended to coordinate with the MTO Hanlon Upgrades.

Benefits and associated risks

If this project is not completed, the MTO Hanlon Upgrades will proceed, and the City will lose the opportunity to replace the infrastructure within the right of way.

Not completing this work in 2017, prior to the MTO Hanlon Upgrades will make future construction more difficult with reduced access working within a grade separation area and therefore more costly. It is also understood that the alignment of the existing water main and sanitary is encroaching into the MTO bridge abutment area and needs to be relocated. Given the age of the existing infrastructure, there is a risk that it will fail during the foundation construction activities associated with the new MTO structure if not replaced and alignment adjusted.

2017 highlights

- Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd - Design and Construction

Hanlon Creek Business Park

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

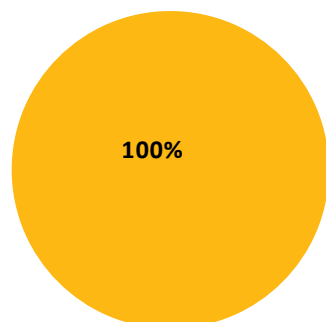
Lead Department

**Business Development
and Enterprise Services**

Total Capital Investment

2017 \$404,000

Capital expenditure type



■ City Building

Description

The Hanlon Creek Business Park is a joint venture business park subdivision between the City and three private property owners. The project is being developed in three phases. Phases 1 (developed by the City/Belmont) and 2 (developed by Cooper) have been serviced and marketing and land sales commenced in 2011. Phase 3 (City/Estate of Stan Snyder) has achieved conditional draft plan approval, and servicing is dependent upon market conditions and satisfying the conditions of draft plan approval. The achievement of site servicing and land title registration for Phase 3 is anticipated in 2021.

Benefits and associated risks

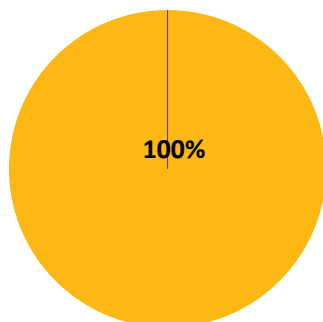
This work ensures the City is being compliant with environmental conditions of subdivision approval for Phase 1 and 3 as provided by the Ontario Municipal Board. The resulting work will also allow for the pre-engineering/environmental assessment work that is required to achieve final development approvals for Phase 3.

2017 highlights

- Environmental monitoring of Phase 1 and Phase 3

Capital budget: Programs of work

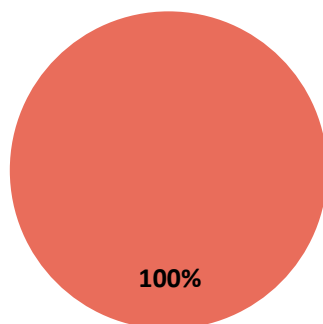
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Own Revenue

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Site Monitoring	\$404	\$404	\$365	\$2,555	\$3,728
Phase 3 Development	\$0	\$0	\$0	\$15,725	\$15,725
Total	\$404	\$404	\$365	\$10,615	\$19,453

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$404	Own Revenue	\$404
Non-tax-supported budget	\$0		
Total	\$404		\$404

Operating impacts

There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Hanlon Creek Business Park**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Donations & Own Revenue
HCBP								
SS0002 HANLON CREEK BUSINESS PARK	404,000	404,000	365,000	365,000	10,250,000	7,665,450	19,453,450	19,453,450
Total HCBP	404,000	404,000	365,000	365,000	10,250,000	7,665,450	19,453,450	19,453,450

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IT Innovation

Lead Service Area

Corporate Services

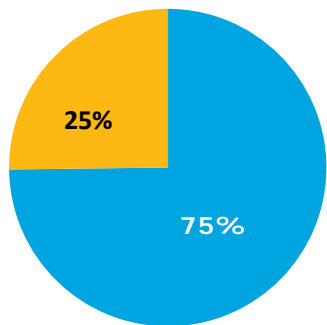
Lead Department

Information Technology

Total Capital Investment

2017 \$3,344,850

Capital expenditure type



- Infrastructure Renewal
- City Building
- Growth

Description

This program addresses three key issues with regards to the City's information technology systems:

Remediation of critical technology infrastructure

- Replacement of core assets while providing innovative enhancements to back end services

Provide easier access to information for all

- Integration of existing systems and leveraging of new tools and systems will improve overall effectiveness of clients

Modernizing systems to improve functionality

- Redesign of key business processes to ensure optimal utilization by clients
- Unlocking functionality within existing systems to enhance client productivity

Benefits and associated risks

Legacy applications have led to poor utilization of exiting systems which has resulted in bad data/information and leads to people working outside of the enterprise tools to get their work done. This is compounded by the pace of technology and the need to better understand business objectives in order to strategically plan for their future needs. This program is structured to ensure that the City's infrastructure is a in a solid stat while at the same time leveraging new technologies to enable business to provide better service to the public.

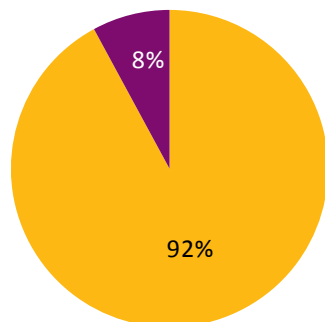
Over the last three years the City has created significant momentum through the financial investment to date. However, completion of the work underway is critical in providing the benefits envisioned by the Corporate Technology Strategic Plan. Delaying investments in innovation may resultin lost value, time and missed opportunities, in addition to legislative non-compliance in certain areas.

2017 highlights

- Integration of key Finance and Operations systems (JDE/WAM)
- Expansion of virtual systems – user facing and storage/networking
- Citizen Relationship Management (CRM) – enhanced community access

Capital budget: Programs of work

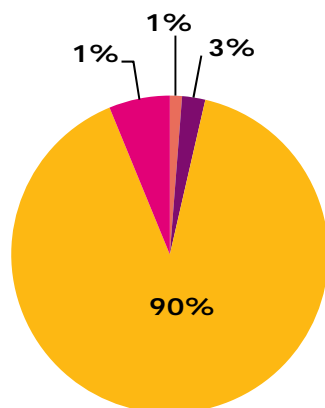
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Own Revenue

■ Partner

■ Tax

■ Rate

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
IT Innovation	\$3,345	\$3,775	\$3,436	\$17,977	\$28,532
Total	\$3,345	\$3,775	\$3,436	\$17,977	\$28,532

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$3,081	Partner Tax	\$64 \$3,017
Non-tax-supported budget	\$264	Own Revenue	\$41
		Partner Rate	\$15 \$208
Total	\$3,345		\$3,345

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
IT Innovation

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Donations & Own Revenue	Developer & Partner	Tax Funded	Rate Funding
IT Innovation											
IT0014 POA ITS REPLACEMENT	21,100	15,400	36,100	20,500	25,400	116,500	235,000	117,500	117,500		
IT0015 LAND AMBULANCE ITS REPL	94,000	141,800	295,000	129,600	134,200	951,200	1,745,800		698,400	1,047,400	
IT0016 DESKTOP REPLACEMENT	253,550	213,500	468,500	549,500	415,000	1,949,500	3,849,550			3,849,550	
IT0017 NETWORK EQUIP REPLACEMENT	404,400	486,900	782,700	422,100	545,800	2,843,400	5,485,300			5,485,300	
IT0018 SERVER REPLACEMENT	484,200	599,600	763,600	729,700	606,200	3,086,100	6,269,400			6,269,400	
IT0019 SOFTWARE UPGRADE REPL	377,500	586,000	82,100	313,300	478,000	1,370,700	3,207,600			3,207,600	
IT0020 PRINTER REPLACEMENT	10,300	38,400	22,200	100,300	185,200	392,100	748,500			748,500	
IT0021 WW ITS REPLACEMENT	66,100	73,600	106,300	85,200	68,600	423,000	822,800				822,800
IT0022 WS ITS REPLACEMENT	80,600	68,600	163,000	92,500	75,500	577,200	1,057,400				1,057,400
IT0024 IT STRATEGIC PLAN	530,400	734,600	196,300	27,500		98,500	1,587,300			1,587,300	
IT0025 IT VOIP SYSTEM REPL	145,000	16,500	361,100	17,400	17,900	604,300	1,162,200			1,162,200	
IT0027 IT STRATEGIC PLAN - LAND AMBUL	65,800	91,200	24,400	3,400		12,200	197,000		79,000	118,000	
IT0028 IT STRATEGIC PLAN - POA	8,900	10,100	2,700	400		1,300	23,400	11,700	11,700		
IT0029 IT STRATEGIC PLAN - BUILDING	26,200	29,700	8,000	1,100		4,000	69,000	69,000			
IT0030 IT STRATEGIC PLAN - WATER	33,900	38,400	10,300	1,400		5,100	89,100				89,100
IT0031 IT STRATEGIC PLAN - WASTEWATER	27,400	31,000	8,300	1,200		4,100	72,000				72,000
IT0037 DOWNTON FIBRE OPTIC NETWORK						75,000	75,000			75,000	
IT0038 DATA ARCHIVAL SYSTEM	65,500			65,500			131,000			131,000	
IT0039 ERP REPLACEMENT	500,000	500,000					1,000,000			1,000,000	
LB0018 RFID INVENTORY CONTROL SYSTEM	150,000	100,000	105,000			350,000	705,000			705,000	
Total IT Innovation	3,344,850	3,775,300	3,435,600	2,560,600	2,551,800	12,864,200	28,532,350	198,200	906,600	25,386,250	2,041,300

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Outdoor Spaces

Lead Service Area

Public Services

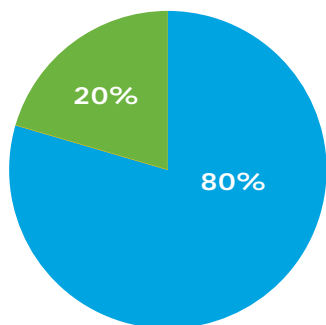
Lead Department

Parks & Recreation

Total Capital Investment

2017 \$2,578,300

Capital expenditure type



- Infrastructure Renewal
- City Building
- Growth

Description

Parks and open spaces play a critical role in providing Guelph residents and visitors quality of lifestyle. Providing outdoor spaces that facilitate gathering, events, programs, recreation and destinations creates a connected, vibrant and healthy community. The City currently has 112 parks that it maintains and updates to meet ever changing community needs. As the City grows new parks are established. The Outdoor Spaces – Open Space Planning budget provides projects that engage the public, lifecycle, re-furbish and master plan existing parks as well build new parks and new park amenities.

The 2017 budget identifies:

- Community engagement process for three parks to master plan. One of the parks is a new park while the other two are existing amenities
- Construction of one new park that is being master planned in 2016
- Community engaging and designing two trail bridge projects
- Construction of new volleyball courts following an existing approved master plan
- Life-cycling of existing amenities that includes tennis courts and a splash pad

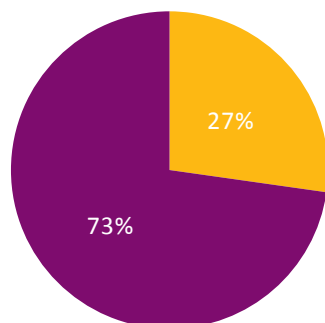
Benefits and associated risks

Guelph parks need to be safe, accessible and meet the needs of residents. By providing new amenities, life-cycling facilities that are at the end of their service life and re-engaging a community to master plan their parks, ensures that resident needs are being met.

If the City does not invest in its parks and facilities are not replaced, additional operational budget will be required to continue to repair and maintain an existing facility for use. Continued operation of the existing facility without upgrade could also mean that parks are not meeting new legislation for accessibility requirements and there could be a risk of a Human Rights claim. There is also a risk that a facility which as the end of its service life is removed without replacement because it cannot be maintained or pass the regulations/policies for it to operate. Closing of park amenities or maintaining facilities in poor condition can result in, risk of injury, legal claims and resident dissatisfaction.

Capital budget: Programs of work

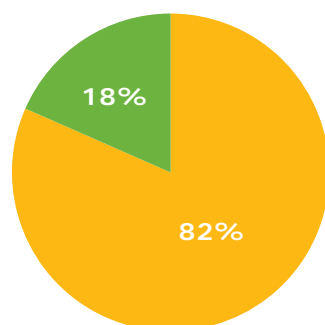
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Tax

■ DC

2017 highlights

Growth

\$660,000

- Eastview – 8 new volleyball courts
- Cedarville – Community Engagement
- Ellis Creek – Community Engagement

Rebuild

\$110,000

- Mico Valeriotte – Community Engagement

Renewal

\$1,918,300

- West End Community Centre – Splash pad replacement
- Infrastructure renewal focused on health and safety priorities

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Growth	\$550	\$1,230	\$1,035	\$13,378	\$16,193
Rebuild	\$110	\$1,525	\$315	\$9,556	\$11,506
Renewal	\$1,918	\$1,433	\$1,567	\$12,865	\$17,783
Total	\$2,578	\$4,188	\$2,917	\$35,799	\$45,542

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,578	Tax	\$2,193
		DC	\$495
Non-tax-supported budget	\$0		
Total	\$2,578		\$2,688

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

CITY OF GUELPH 2017 TAX SUPPORTED CAPITAL BUDGET 2018 TO 2026 TAX SUPPORTED CAPITAL FORECAST Outdoor Spaces									
Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
Outdoor Spaces									
Growth									
PK0014 EASTVIEW COMMUNITY PARK	165,000					1,200,000	1,365,000	1,228,500	136,500
PK0030 CITYVIEW HEIGHTS PARKETTE	110,000	420,000					530,000	477,000	53,000
PK0034 KORTRIGHT EAST PH3-NEW PARK			125,000	500,000			625,000	562,500	62,500
PK0038 STARWOOD PARK		110,000	500,000				610,000	549,000	61,000
PK0042 GID-ERAMOSA RIVER-STONE ROAD						760,100	760,100	684,090	76,010
PK0044 300 - 312 GRANGE ROAD PARK-NEW PARK						600,000	600,000	540,000	60,000
PK0047 ELLIS CREEK PARK - New Park	275,000						275,000	247,500	27,500
PK0050 GID COMMUNITY PARK						1,200,000	1,200,000	1,080,000	120,000
PK0057 ORIN REID PARK - PHASE 2						1,000,000	1,000,000	450,000	550,000
PK0059 NIMA-NEW PARK				110,000	500,000		610,000		610,000
PK0062 LEASH FREE ZONES POLICY REVIEW		100,000					100,000	67,500	32,500
PK0063 PROPERTY DEMARCATION POLICY REVIEW				100,000			100,000	67,500	32,500
PK0064 NATURALIZATION POLICY REVIEW				110,000			110,000	74,250	35,750
PK0068 EAST NODE STARWOOD/WATSON-NEW PARK				125,000	575,000		700,000	630,000	70,000
PK0070 VICTORIA PARK VILLAGE-VIC RD S-NEW PARK			125,000	500,000			625,000	562,500	62,500
PK0076 DALLAN PROPERTY-NEW PARK			125,000	500,000			625,000	562,500	62,500
PK0077 HART'S FARM-NEW PARK				115,000	350,000		465,000		465,000
PK0078 LEE STREET PARK		50,000					50,000		50,000
PK0080 CITYVIEW DRIVE-NEW PARK						670,000	670,000		670,000
PK0081 GID NEIGHBOURHOOD PARK						700,000	700,000		700,000
PK0086 WILSON FARM PARK				150,000			150,000		150,000
PK0087 GID-GJR PEDESTRIAN BRIDGE & TRAIL						1,353,000	1,353,000		1,353,000
PK0091 BICYCLE SKILLS FACILITY	50,000						50,000	40,000	10,000
Total Growth	600,000	680,000	875,000	2,210,000	1,425,000	7,483,100	13,273,100	7,822,840	5,450,260
Rebuild									
PK0005 SUNNY ACRES			80,000	1,000,000			1,080,000		1,080,000
PK0009 HUGH GUTHRIE PARK REDEVELOPMENT						150,000	150,000		150,000
PK0012 DAKOTA PARK REDEVELOPMENT						125,000	125,000		125,000
PK0018 MICO VALERIOTE PARK REDEVELOPMENT	110,000	350,000					460,000		460,000
PK0025 NORM JARY PARK		1,000,000	50,000	400,000		950,000	2,400,000		2,400,000
PK0026 HOWITT PARK					125,000	1,335,000	1,460,000	1,314,000	146,000
PK0027 EXHIBITION PARK			75,000	800,000			875,000		875,000
PK0028 MARGARET GREENE					125,000	1,520,000	1,645,000		1,645,000
PK0031 ST GEORGE'S PARK REDEVELOPMENT				125,000	500,000		625,000		625,000
PK0032 WINDSOR PARK REDEVELOPMENT						125,000	125,000		125,000
PK0040 PETER MISERSKY - MASTER PLAN			110,000	700,000			810,000	364,500	445,500
PK0052 ROYAL CITY ICE RINK		100,000					100,000		100,000
PK0066 RIVERSIDE PARK MASTERPLAN		175,000			1,000,000	2,015,900	3,190,900		3,190,900
PK0088 SKATEPARK MODULAR COMPONENTS				250,000			250,000		250,000
PK0090 BRANT AVE MASTER PLAN		110,000	500,000				610,000		610,000
PK0093 DOVERCLIFFE PARK MASTER PLAN			110,000	500,000			610,000		610,000
PK0097 GUELPH LAKE SPORTS FIELD MASTER PLAN					110,000		110,000		110,000
PK0098 LAWN BOWLING CLUB MASTER PLAN					110,000		110,000		110,000
Total Rebuild	110,000	1,735,000	925,000	3,775,000	1,970,000	6,220,900	14,735,900	1,678,500	13,057,400
Renewal									
PK0008 BULLFROG PARK NEW BASKETBALL						58,000	58,000		58,000
PK0010 KIMBERLEY PARK BASKETBALL						58,000	58,000		58,000
PK0024 SKOV PARK BASKETBALL						58,000	58,000		58,000
PK0083 ST. JAMES SCHOOL-TRACK REPLACEMENT		100,000					100,000		100,000
PK0092 TENNIS COURT LIFECYCLE	200,000	400,000	450,000	200,000	375,000	950,000	2,575,000		2,575,000
PK0094 EARL BRIMBLECOMBE PARK BASEBALL RE-ALIGN						800,000	800,000		800,000
PK0095 WECC SPLASH PAD & TRAILS	800,000						800,000		800,000
PK0096 HANLON CREEK SPLASH PAD		100,000		800,000			900,000		900,000
PO0017 SPORTS FIELD RENOVATIONS	311,400	232,200	424,600	289,000	597,600	3,325,700	5,180,500		5,180,500
PO0023 CAROUSEL R&M	50,000	50,000	59,700	50,000	30,000	100,000	339,700		339,700
PO0025 INFRASTRUCTURE RENNOVATIONS	506,900	500,600	632,800	632,800	632,800	3,632,800	6,538,700		6,538,700
PO0030 GOLDIE MILL PARK IMPROVEMENTS					50,000	75,000	125,000		125,000
Total Renewal	1,868,300	1,382,800	1,567,100	1,971,800	1,685,400	9,057,500	17,532,900		17,532,900
Total Outdoor Spaces	2,578,300	3,797,800	3,367,100	7,956,800	5,080,400	22,761,500	45,541,900	9,501,340	36,040,560
Total Outdoor Spaces	2,578,300	3,797,800	3,367,100	7,956,800	5,080,400	22,761,500	45,541,900	9,501,340	36,040,560

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Planning & Studies

Lead Service Area

Various

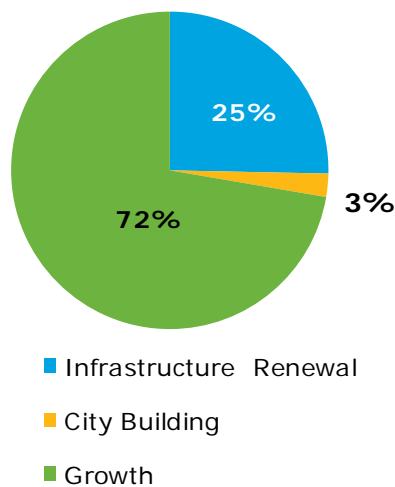
Lead Department

Various

Total Capital Investment

2017 \$4,650,500

Capital expenditure type



Description

The program of work involves studies and plans related to the City's Official Plan with respect to development of policies and plans as well as the implementation of policy directions through the development of manuals/guidelines/area specific studies. The program of work also specifically involves the update and amendment of Official Plan policies with respect to commercial and employment policies and amendments to conform to provincial plans and legislation. The program of work includes a comprehensive review and update of the City's Zoning By-law which is required under the Planning Act.

The Technical Studies programme provides funding for key studies that develop the databases used in many capital planning, asset management and infrastructure planning processes. These studies cross a wide range of disciplines, and include such groups as asset management, transportation, roads, waste water and water services. These studies inform staff of the conditions of the infrastructure, future growth needs, and anticipated demands, and will allow staff to better prioritize work using current data and techniques produced by the studies.

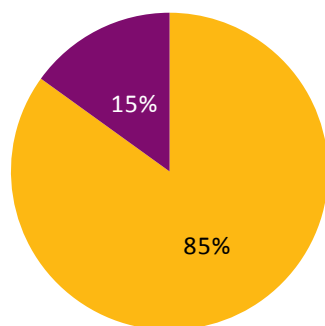
Benefits and associated risks

There are legislative risks with not doing this program of work since we are required to conform to Provincial plans and legislation. There are also risks related to delay as specific projects are required to be completed within provincially set timelines or are needed to be completed to update City plans that are overdue for review and update (e.g., the City's Zoning By-law which has not been comprehensively reviewed since 1995). This program of work sets the basis for growth and development in the City and is required to inform infrastructure projects. Other risks in delaying elements of this program include lack of guidance to developers and community stakeholders, resulting in inefficient approvals processes, loss of public and private investment due to lack of clarity/certainty and challenges to the Ontario Municipal Board.

The results of these studies are essential in the capital planning process, as well as the operational planning process. The information produced by these studies will be used in determining project priorities, funding needs, data sets and background on initiatives, and long-range planning, such as master plans. Current and accurate data is necessary to determine the scope of work, not just for infrastructure repairs and upgrades, but also for

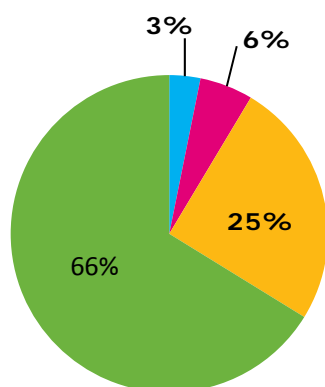
Capital budget: Programs of work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Grant
- Rate
- Tax
- DC

internal initiatives, such as the corporate asset management programme. These studies will play a key component in ensuring that the City has the knowledge to make the best decisions regarding infrastructure.

In the long-term, the risk of not maintaining accurate databases and master plans to inform planning can impact the accuracy of budgets, the quality of the reports produced, and therefore the accuracy of the assumptions made by staff based on these reports. It can also reduce the quality of planning for long-term growth and demand needs, resulting in the City investing more time and effort catching up to demands rather than working ahead of them.

2017 highlights

- Clair/Maltby Secondary Plan
- Transportation Maser plan – includes Active Transportation and Transit
- GIS Data Modeling
- Development Charge Back Ground Study

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Corporate	\$2,370	\$935	\$1,020	\$5,830	\$10,155
Service Specific	\$2,281	\$755	\$370	\$5,069	\$8,465
Total	\$4,651	\$1,690	\$1,390	\$10,889	\$18,620

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$3,951	Tax	\$1,171
		Grants	\$148
		DC	\$2,632
Non-tax-supported budget	\$700	Rate	\$252
		DC	\$447
Total	\$4,650		\$4,650

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Tax Supported Capital Budget 2018 to 2026 Tax Supported Capital Forecast Planning & Studies											
Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Corporate											
PL0020 ENVIRONMENTAL INITIATIVES		190,000			225,000	275,000	690,000		153,200	536,800	
PL0021 ZONING BY-LAW REVIEW	195,000	385,000		275,000		625,000	1,480,000		999,100	480,900	
PL0022 CLAIR/MALBY SECONDARY PLAN	1,600,000						1,600,000		1,440,000	160,000	
PL0024 HERITAGE INITIATIVES			200,000			225,000	425,000		38,400	386,600	
PL0036 MIXED USE NODES & CORRIDORS	65,000					400,000	465,000		167,400	297,600	
PL0054 OFFICIAL PLAN REVIEW	230,000	250,000		375,000	310,000	800,000	1,965,000		1,326,300	638,700	
PL0055 BROWNFIELD INITIATIVES	60,000				185,000		245,000		165,400	79,600	
PL0056 URBAN DESIGN GUIDELINES	220,000	110,000	200,000		185,000	475,000	1,190,000		535,500	654,500	
PL0057 COMMUNITY IMPROVEMENT STUDIES			320,000			645,000	965,000		434,250	530,750	
PL0061 HOUSING INITIATIVES						130,000	130,000		88,000	42,000	
PL0063 WATERSHED PLANNING			300,000	350,000		350,000	1,000,000			1,000,000	
Total Corporate	2,370,000	935,000	1,020,000	1,000,000	905,000	3,925,000	10,155,000		5,347,550	4,807,450	
Service Specific											
FS0055 FIRE SERVICE REVIEW						100,000	100,000		50,000	50,000	
GG0238 2019 DC STUDY	310,500						310,500		279,450	31,050	
GG0239 2024 DC STUDY						358,400	358,400		322,560	35,840	
PK0073 PARKS, CULTURE AND RECREATION MASTER PLAN		200,000					200,000		135,000	65,000	
PL0062 PLACES OF WORSHIP STUDY		175,000					175,000			175,000	
PO0031 PARKS OPERATIONS & FORESTRY REVIEW	150,000						150,000			150,000	
RD0337 TRANSPORTATION STRATEGY	870,000	100,000	100,000	100,000	100,000	1,280,000	2,550,000	147,500	1,302,500	1,100,000	
RD0338 INFRASTRUCTURE SUSTAINABILITY 2016	250,000		90,000			180,000	520,000			520,000	
SC0010 WWS6 WASTEWATER MPLAN UPDATE				300,000		300,000	600,000		600,000		
SC0029 SERVICING STUDIES	100,000	100,000	50,000	25,000	25,000	125,000	425,000		244,500		180,500
ST0008 WASTEWATER MASTERPLAN						306,000	306,000		306,000		
ST0023 GIS DATA MODELLING	70,000						70,000				70,000
SW0061 WATERSHED STUDY UPDATES		100,000					100,000		72,000		28,000
SW0068 SERVICING STUDIES			100,000	100,000	100,000		300,000		225,000		75,000
SW0073 BENCHMARKING & PERFORMANCE MEASUREMENT		30,000	30,000	30,000	30,000	150,000	270,000				270,000
SW0074 GIS DATA MODELLING	70,000						70,000				70,000
SW0075 STORM WATER MASTER PLAN				250,000		250,000	500,000				500,000
WD0029 PERFORMANCE/BENCHMARKING/CRITICALITY INVESTIGATIONS	250,000						250,000		250,000		
WD0038 SERVICING STRATEGY UPDATES		50,000					50,000				50,000
WD0039 WATER DISTRIBUTION MASTER PLAN				250,000		250,000	500,000				500,000
WT0023 WS1-7 MASTERPLAN STUDIES	140,000			450,000			590,000		590,000		
WT0037 GIS DATA MODELLING	70,000						70,000				70,000
Total Service Specific	2,280,500	755,000	370,000	1,505,000	255,000	3,299,400	8,464,900	147,500	4,377,010	2,126,890	1,813,500
Total Planning & Studies	4,650,500	1,690,000	1,390,000	2,505,000	1,160,000	7,224,400	18,619,900	147,500	9,724,560	6,934,340	1,813,500

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Road & Right of Way

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

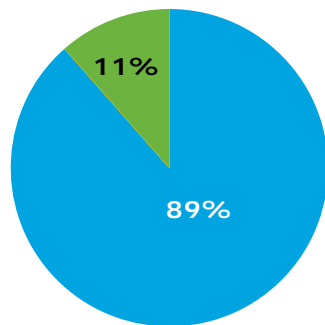
Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$4,090,000

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

This program of work captures the City wide road restoration and resurfacing program and the expansion and improvements of the road surface including road widening, installation of turning lanes, and the design and installation of bike facilities

The City's paved road surface should provide a durable even running surface with adequate skid resistance. Over time, the pavement surface becomes worn or damaged, resulting in pot holes, rutting, cracking and many other defects. Rehabilitating the road extends the life of the road, and restores the road surfaces level of service. The road segments to be rehabilitated have been identified based on available road condition information, number of work orders for cracks and pot holes based on the Minimum Maintenance Standard (MMS) for Municipal Highways, and operational input. All projects identified for resurfacing have been assessed to ensure that the underground and adjacent infrastructure do not require replacement or rehabilitation

The need for road widening, turn lanes or bike facilities is determined by the City's master plans as well as overall growth plans.

Benefits and associated risks

An active restoration and resurfacing program ensures that all road surfaces are maintained at the desired condition levels, improving traffic flow and safety. Work is also undertaken to improve adjoining storm water infrastructure and pedestrian usage. Improvements through road reconstruction improve the connections between roads and development for motorists, active transportation users and those accessing public transit.

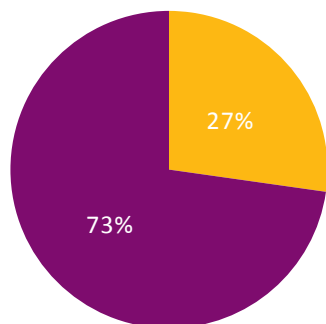
2017 highlights

Restoration

- Eastview Rd: Victoria Rd N to Starwood Dr – Design/Pre-Investigation
- Eastview Rd: Summit Ridge Dr to Watson Pkwy N – Construction
- Hadati Rd: Cassino Ave to Auden Rd – Construction; Resurfacing
- Ironwood Rd: Scottsdale Dr to Edinburgh Rd S – Resurfacing
- Kortright Rd E: Fieldstone Rd to Cox Ct – Resurfacing

Capital budget: Programs of work

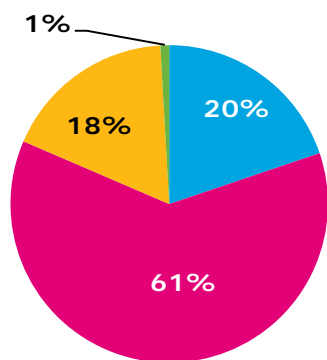
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Grant ■ Rate ■ Tax ■ DC

- Muskoka Dr: Brant Ave to Woodlawn Rd E – Resurfacing

- Willow Rd: Silvercreek Pkwy N to Edinburgh Rd N – Resurfacing

Improvement

- 2017 - Harts Lane W: Gordon St to Dead End
- 2017 - Stone Rd W: Scottsdale Dr to Edinburgh Rd S - Bike facility design

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Restoration & Resurfacing	\$3,213	\$1,850	\$2,060	\$17,840	\$24,963
Improvement & Expansion	\$877	\$2,558	\$2,486	\$15,788	\$21,709
Total	\$4,090	\$4,408	\$4,546	\$33,628	\$46,672

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$3,404	Tax	\$940
		Grants	\$2,214
		DC	\$125
		Developer	\$125
Non-tax-supported budget	\$686	Rate	\$686
Total	\$4,090		\$4,090

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Tax Supported Capital Budget 2018 to 2026 Tax Supported Capital Forecast Road & Right of Way

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Developer & Partner	Development Charges	Tax Funded	Rate Funding
Restoration & Resurfacing												
RD0276 PAVEMENT DEFICIT	2,467,200	1,790,000	2,000,000	2,000,000	2,000,000	13,000,000	23,257,200	18,605,760			4,651,440	
RD0295 ROAD INFR SUSTAINABILITY	60,000	60,000	60,000	120,000	120,000	600,000	1,020,000				1,020,000	
SW0076 STORM WATER - ROAD RESTORATION & RESURFACING	685,800						685,800					685,800
Total Restoration & Resurfacing	3,213,000	1,850,000	2,060,000	2,120,000	2,120,000	13,600,000	24,963,000	18,605,760			5,671,440	685,800
Improvment & Expansion												
RD0318 HART'S LANE WEST GORDON TO WEST	250,000						250,000		125,000	125,000		
RD0325 HANLON KORTIGHT						2,520,000	2,520,000			2,520,000		
RD0329 DOWNEY ROAD	300,000	300,000	900,000				1,500,000	1,200,000			300,000	
RD0340 ROAD SURFACE IMPROVEMENTS & EXPANSION	327,000	1,758,000	1,278,000		1,237,000	10,052,000	14,652,000				14,652,000	
SC0037 GORDON:LOWES-EDINBURGH		500,000					500,000					500,000
SW0079 STORM WATER - RSI&E			308,000		206,000	1,773,000	2,287,000					2,287,000
Total Improvment & Expansion	877,000	2,558,000	2,486,000		1,443,000	14,345,000	21,709,000	1,200,000	125,000	2,645,000	14,952,000	2,787,000
Total Road & Right of Way	4,090,000	4,408,000	4,546,000	2,120,000	3,563,000	27,945,000	46,672,000	19,805,760	125,000	2,645,000	20,623,440	3,472,800

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South End Community Centre

Lead Service Area	Description
Public Services	The need for a South End Community Centre has been identified by the public as a priority build for a number of years. This need has been well documented within the Draft 2009 Parks and Recreation Master Plan and within the 2014 Recreation Facility Needs Assessment Feasibility study.
Lead Department	
Parks & Recreation	
Total Capital Investment	The feasibility study included the development of an Implementation Strategy to re-affirm both the immediate recreation facility needs, and the future needs in the south end study area, while also addressing city-wide needs. The preferred location is on the existing City owned lands located immediately south of Bishop MacDonell High School on Poppy Drive, off of Clair Road. The expected 150,000 square foot facility may include amenities such as two ice pads, and aquatic facility, senior's programming space, a multi-purpose gymnasium, program/meeting rooms and administration spaces. In June 2015, staff released an expression of interest for partnerships for the proposed South End Community Centre. Nine respondents were received with a variety of operating models presented. It was evident through an internal staff review, that a comprehensive study of the proposals was required to determine viability. Results of these proposals are expected to form part of the overall Capital request for construction. Regardless of the operating model chosen in subsequent budget deliberations, it is important for the City to move this project through to the detailed design phase. The overall project will be divided into two distinct phases: Phase One: Acquire the funding in 2018 to retain an architect and consulting services to move this project through to detail design. Part Two: Once the detail design phase is completed, with a full costing report, Council will be in the position to consider any viable partnerships to fund the expected \$60,000,000 construction cost. In addition, staff will prepare a full marketing plan to sell naming rights in all areas of the facility to offset the operating costs.
2017	
\$3,600,000	
	Benefits and associated risks
	This facility is intended to address the stated need to provide additional recreation facilities in the south end (south of Stone Road), one of Guelph's rapidly growing areas, as well as being a "destination" community centre for residents in other areas of Guelph.

Capital budget: Programs of work

In order for this project to be eligible for future capital infrastructure funds or for Council to consider an appropriate funding model, this phase is required.

Service

Due to aging recreation infrastructure and new growth within the south end of the City, the ability to deliver community recreation services is becoming constrained. With the significant renovations occurring at the Victoria Road Recreation Centre expected to be completed in spring 2017, the City will have two recreational hubs in the east and the west end. Seniors' programming is at capacity at the Evergreen Senior's Centre and there is expressed interest from the Guelph Wellington Seniors Association to provide additional programming at the new facility, similar to Evergreen.

In order to proceed to construction detailed design is required to ensure accurate costing. In addition a detailed design would be required to take advantage of Federal/Provincial grant opportunities that may arise, as this demonstrates shovel readiness.

2017 highlights

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Community Centre	\$0	\$3,600	\$56,400	\$0	\$60,000
Transit Hub	\$0	\$0	\$365	\$0	\$365
Total	\$0	\$3,600	\$56,765	\$0	\$60,365

2017 Budget approval and funding (\$000s)

	Budget amount	Funding source	
Tax-supported budget	\$3,600	Tax DC	\$684 \$2,916
Non-tax-supported budget	\$0		
Total	\$3,600		\$3,600

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

**CITY OF GUELPH
2017 TAX SUPPORTED CAPITAL BUDGET
2018 TO 2026 TAX SUPPORTED CAPITAL FORECAST
South End Community Centre**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
South End Community Centre									
South End Community Centre									
RP0290 SOUTH END COMMUNITY CENTRE	3,600,000		56,400,000				60,000,000	48,600,000	11,400,000
TC0006 SATELLITE LOCAL CLAIR/GORDON			365,000				365,000	328,500	36,500
Total South End Community Centre	3,600,000		56,765,000				60,365,000	48,928,500	11,436,500
Total South End Community Centre	3,600,000		56,765,000				60,365,000	48,928,500	11,436,500
Total South End Community Centre	3,600,000		56,765,000				60,365,000	48,928,500	11,436,500

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Stormwater Collection and Storage & Filtration

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

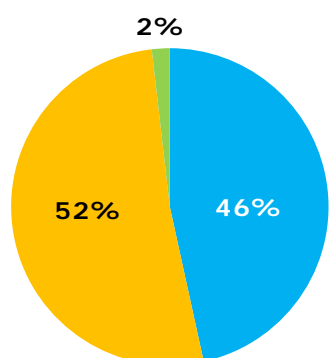
Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment:

2017 \$7,265,000

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

The City of Guelph's first stormwater management (SWM) facility was built in 1970. Today, the City currently owns and operates 118 SWM facilities including 39 wet ponds, 42 dry ponds and 37 greenways. The City also owns and operates 25 stormwater drainage channels of varying age and design as well as 142 oil/grit separators (OGS). This group of infrastructure forms the SWM facility assets. The program of work involves constructing/operating, maintaining and improving the City's existing stormwater infrastructure for the purpose of providing flood and erosion control, water quality treatment, and environmental protection.

Benefits and associated risks

The benefits of managing these assets: improving stormwater runoff quality thus protecting the health of our streams and rivers, mitigating flooding in extreme weather (reducing property damage or risk to human life), maintaining SWM facility assets to function as designed and in some cases comply with regulations set by the Ministry of the Environment and Climate Change (MOECC).

The risks of not managing these assets includes: assets deteriorating to a state of disrepair and ceasing to meet the performance expected; potentially causing harm to property and human life. In addition, without continued maintenance the City will be in a state of non-compliance with the MOECC. Non-compliance with regulations set forth by the MOECC can result in charges and/or fines against the City.

2017 highlights

Collection

System upgrades and studies **\$375,000**

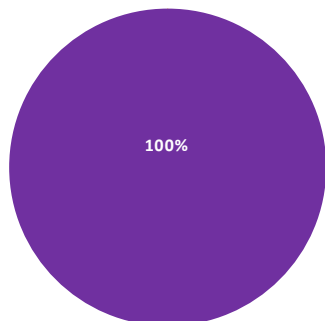
Storage & Filtration

Snow disposal facility construction **\$5,000,000**

Storm pond rehabilitation **\$1,890,000**

Capital budget: Programs of work

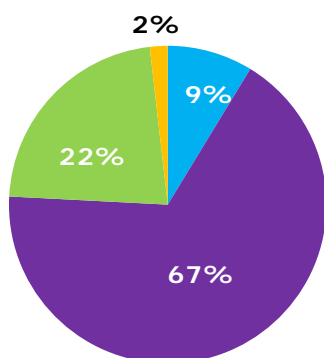
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Rate

■ Grants

■ CAR Reserve

■ DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Collection	375	580	955	3,755	5,665
Storage & Filtration	6,890	500	1,080	3,810	12,280
Total	7,265	1,080	2,035	7,565	17,945

2017 Budget approval and funding (\$000s)

	Budget amount	Funding source	
Tax-supported budget	\$0	Tax	\$0
		Own revenue	\$0
Non-tax-supported budget	\$7,265	Rate	\$633
		Grants	\$4,875
		CAR reserve	\$1,625
		DC	\$132
Total	\$7,265		\$7,265

Operating impacts

There are no known operating impacts at this time

Capital budget: Programs of work

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Stormwater**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Capital Asset Renewal	Rate Funding
Stormwater											
Collection											
SW0055 STORM SEWER INVESTIGATIONS	150,000	300,000	300,000	300,000	300,000	1,200,000	2,550,000				2,550,000
SW0062 STORM SEWER RELINE/REPAIR		250,000	250,000	250,000	250,000	1,250,000	2,250,000				2,250,000
SW0063 STORM SYSTEM UPGRADES		30,000	300,000				330,000				330,000
SW0066 STORMWATER DRAINAGE OVERSIZING	150,000						150,000		132,000		18,000
SW0069 STORMWATER STUDY IMPLEMENTATIO	75,000						75,000				75,000
SW0072 HANLON CREEK STORM			105,000	205,000			310,000		279,000		31,000
Total Collection	375,000	580,000	955,000	755,000	550,000	2,450,000	5,665,000		411,000		5,254,000
Storage & Filtration											
RD0293 SNOW DISPOSAL FACILITY	5,000,000						5,000,000	3,750,000		1,250,000	
SW0051 SWM POND REHABILITATION	390,000	500,000	1,080,000	345,000	800,000	2,665,000	5,780,000				5,780,000
SW0083 CWWF 2016 TOVELL/ELMIRA POND	1,200,000						1,200,000	900,000		300,000	
SW0084 CWWF 2016 HILLDALE POND	300,000						300,000	225,000		75,000	
Total Storage & Filtration	6,890,000	500,000	1,080,000	345,000	800,000	2,665,000	12,280,000	4,875,000		1,625,000	5,780,000
Total Stormwater	7,265,000	1,080,000	2,035,000	1,100,000	1,350,000	5,115,000	17,945,000	4,875,000	411,000	1,625,000	11,034,000

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Traffic Signals & Intersection Improvements

Lead Service Area

**Infrastructure,
Development and
Enterprise**

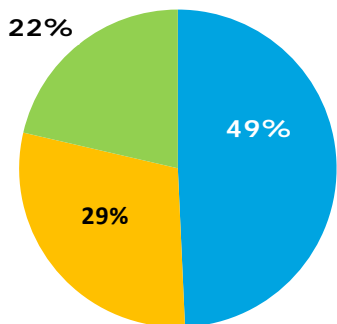
Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$1,754,700

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

Implementation of City-wide new traffic control signals, existing improvements to signalized locations as a result of customer requests, overall network improvements, and traffic signal enhancements. Neighborhood Traffic Management initiatives are proposed to be implemented on Local and collector roads that qualify

Benefits and associated risks

These programs align with Strategic Directions 3.1. If funding is not obtained there is a health and safety risk to our customers and a greater potential for sections of the traffic signal network to be inefficient, creating delays, congestion and driver frustration as well as not address neighborhood issues regarding traffic speeds and cut-through traffic.

2017 highlights

Roadworks

\$510,000

- Intersection Woolwich & Speedvale
- Metrolinx GO Railway Crossing Improvements (6 crossings)
- Traffic Management Initiatives
- Victoria Rd S & Clair Rd E Intersection Improvements

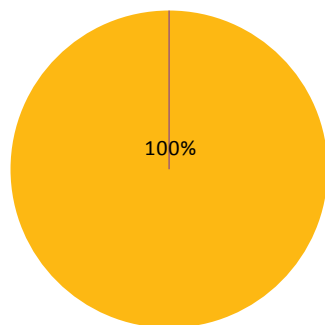
Signals & Equipment

\$1,244,700

- Accessible Pedestrian Signal Installation
- Expansion of Reduced School Speed Zone
- New Signal Installation
- Pedestrian Countdown Head Installation
- Traffic Signal Replacement & Rebuild

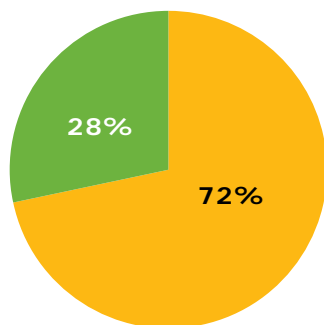
Capital budget: Programs of work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Tax
- DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Roadworks	\$260	\$1,330	\$50		\$1,640
Signals & Equipment	\$1,495	\$1,374	\$1,448	\$11,854	\$16,171
Total	\$1,755	\$2,704	\$1,498	\$11,854	\$17,811

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$1,755	Tax	\$1,258
		DC	\$497
Non-tax-supported budget	\$0		
Total	\$1,755		\$1,755

Operating impacts

There are no known operating impacts at this time.

2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Traffic Signals & Intersection Improvements

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
Roadworks									
RD0274 INT SPEEDVALE & DELHI		730,000					730,000	365,000	365,000
RD0287 RAIL SAFETY IMPROVEMENTS	50,000	50,000	50,000				150,000		150,000
RD0317 INT WOOLWICH & SPEEDVALE		550,000					550,000		550,000
RD0323 INT VICTORIA & CLAIR	210,000						210,000	210,000	
TF0008 TRAFFIC MGMT INITIATIVES	250,000		350,000	367,500	385,900	1,277,300	2,630,700	1,315,350	1,315,350
Total Roadworks	510,000	1,330,000	400,000	367,500	385,900	1,277,300	4,270,700	1,890,350	2,380,350
Signals & Equipment									
TF0003 TRAFFIC SIGNAL EQUIP REPL	264,600	175,000	183,800	192,900	202,600	1,150,500	2,169,400		2,169,400
TF0004 INTERSECTION- SIGNAL REBUILD	300,000	500,000	525,000	551,300	578,800	3,255,900	5,711,000		5,711,000
TF0005 SIGNALIZED CONTROL SYSTEM					900,000		900,000		900,000
TF0006 SINGALIZED CONTROL SYSTEM/STUD				125,000			125,000	62,500	62,500
TF0007 LED SIGNAL REPLACEMENT	175,000	175,000					350,000		350,000
TF0009 ACCESSIBLE PEDESTRIAN SIGNALS	168,000	171,000	175,000	178,000	182,000	584,000	1,458,000		1,458,000
TF0010 PEDESTRIAN COUNTDOWN HEADS	135,000	150,000				150,000	435,000		435,000
TF0014 NEW SIGNAL INSTALLATION	180,000	180,000	190,000	200,000	210,000	1,190,000	2,150,000	1,935,000	215,000
TF0015 SCHOOL SPEED ZONES	22,100	23,200	24,300	25,500	26,800	119,600	241,500		241,500
Total Signals & Equipment	1,244,700	1,374,200	1,098,100	1,272,700	2,100,200	6,450,000	13,539,900	1,997,500	11,542,400
Total Traffic Signals & Intersection Improvements	1,754,700	2,704,200	1,498,100	1,640,200	2,486,100	7,727,300	17,810,600	3,887,850	13,922,750

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Transit Growth Strategy

Lead Service Area

Public Services

Lead Department

Guelph Transit

Total Capital
Investment

2017 **\$0**

Description

Designed to move Guelph Transit forward to accommodate an increase in overall modal splits for Transit. The plan was shared with Council earlier this year, with Council endorsing the continued development of a complete business case. Consideration for the Province's "Places to Grow" strategy and upcoming amendments was incorporated as well.

Benefits and associated risks

- Reduces road congestion while efficiently getting people where they need to go
- Reduce reliance on private automobiles
- Reduce environmental impacts (GHG)
- Improve access to employment, education, healthcare services and amenities
- Improves mobility, accessibility and civic participation
- Provides alternative options of transportation
- Supports community growth and the city's official plan
- In line with the Provinces "Places to Grow" strategy and mandates
- Reputational, Transit has been working on this project for over 2 years with significant input from all stakeholders to improve system capacity and efficiency

This program will require a significant capital investment for buses (identified) as well as road restructuring, signal system enhancements and facilities expansion. Further development of detailed costing is currently underway. This information will become critical if additional Federal/Provincial funding is made available for Transit expansion.

2017 highlights

There is no work planned for 2017.

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Buses	\$0	\$2,110	\$2,175	\$9,381	\$13,666
Total	\$0	\$2,110	\$2,175	\$9,381	\$13,666

Capital budget: Programs of work

2017 Budget approval and funding

There is no budget required for 2017.

Operating impacts

There are no known operating impacts at this time.

2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Transit Growth Strategy

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
Transit Growth Strategy									
TC0052 TRANSIT GROWTH STRATEGY-VEHICLES		2,110,000	2,175,000	2,240,000	2,310,000	4,831,000	13,666,000	1,928,250	11,737,750
Total Transit Growth Strategy		2,110,000	2,175,000	2,240,000	2,310,000	4,831,000	13,666,000	1,928,250	11,737,750
Total Transit Growth Strategy		2,110,000	2,175,000	2,240,000	2,310,000	4,831,000	13,666,000	1,928,250	11,737,750

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Tree Canopy

Lead Service Area

Public Services

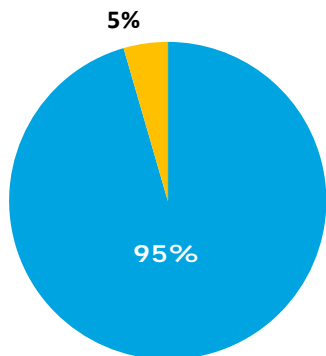
Lead Department

Parks & Recreation

Total Capital Investment

2017 \$555,000

Capital expenditure type



- Infrastructure Renewal
- City Building
- Growth

Description

The Emerald Ash Borer (EAB) infestation and its impact on Guelph's urban forest is just beginning to manifest itself. It is expected that 7,000 City-owned dead/dying ash trees will need to be dealt with over the coming decade. As per Guelph's EAB Plan (2014), a portion of this program is to provide the requisite resources.

A portion of this program is to support growth of the City-owned urban forest; both in terms of increasing canopy cover intensity in established parts of the community, and to provide for newly-developed areas. This is the "growth" fund that allows the City to pursue the ambitious, council-adopted urban forest canopy targets (40% by 2031), and to implement aspects of the council-adopted Urban Forest Management Plan.

Funding the installation of trees and shrubs city-wide, engaging students and other community members in experiential education and local stewardship opportunities through the Trees for Guelph program (trees for Guelph is a stand-alone not-for-profit corporation dedicated to the delivery of this program).

Benefits and associated risks

The EAB infestation represents a major set-back for Guelph's ambitious, council-adopted canopy target, and for implementation of the council-adopted Urban Forest Management Plan. This project is laid out in Guelph's EAB Plan, and aims to lessen the impacts, renew the forest, and keep people and property safe.

Due diligence obligates the City to keep people and property safe from City-owned trees, including those impacted by EAB. Renewing the forest is necessary to be true to commitments imbedded in the Urban Forest Management Plan and the Natural Heritage Strategy.

The urban forest makes our community more livable and sustainable, and economically more robust. This project provides for addressing the gap between current canopy cover and our target canopy cover, so that those benefits can be achieved.

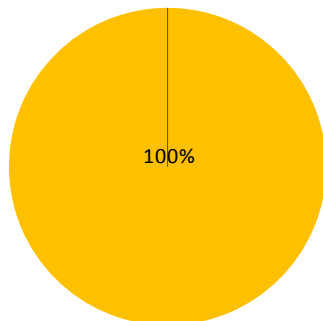
Without this project, the City will "lose ground" on canopy cover and risk eroding the livability, sustainability, and economic vigor of the community.

2017 highlights

- Emerald Ash Borer strategy continuation

Capital budget: Programs of work

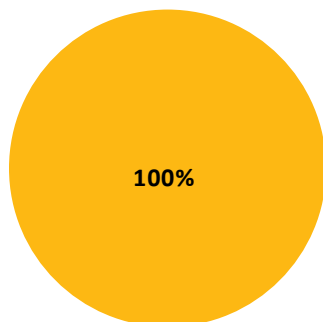
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Tax

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Emerald Ash Borer	\$500	\$600	\$700	\$2,400	\$4,200
Tree & Shrub – Growth	\$25	\$30	\$30	\$245	\$330
Tree & Shrub - Renewal	\$30	\$40	\$40	\$450	\$560
Total	\$555	\$670	\$770	\$3,095	\$5,090

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$555	Tax	\$555
Non-tax-supported budget	\$0		
Total	\$555		\$555

Operating impacts

There are no known operating impacts at this time.

2017 Tax Supported Capital Budget

2018 to 2026 Tax Supported Capital Forecast

Tree Canopy

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Tax Funded
PO0008 TREES FOR GUELPH GREENING	25,000	30,000	30,000	35,000	35,000	175,000	330,000	330,000
PO0013 EMERALD ASH BORER STRATEGY	500,000	600,000	700,000	600,000	600,000	1,200,000	4,200,000	4,200,000
PO0026 TREE & SHRUB RENEWAL	30,000	40,000	40,000	50,000	60,000	340,000	560,000	560,000
Total Tree Canopy	555,000	670,000	770,000	685,000	695,000	1,715,000	5,090,000	5,090,000

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Vehicle & Equipment

Lead Service Area

Various

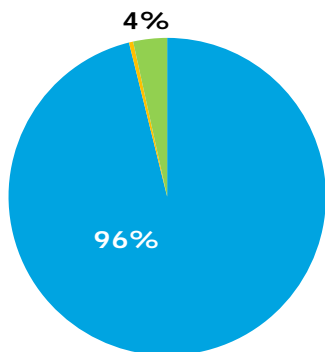
Lead Department

Various

Total Capital Investment

2017 \$19,892,200

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

Replacement of vehicles and equipment that have reached the end of lifecycle as per Asset Management best practice. The City's vehicle and equipment management tracks all assets on a ten year schedule highlighting replacements expectations on the basis of age. As assets reach their expected replacement time staff conducts thorough inspections to ensure the asset is truly in need of replacement based on condition and usage. In all cases staff works to ensure the full potential of each asset is realized before it is replaced.

Benefits and associated risks

To reduce possibility of vehicle and equipment failure which may affect ability to provide services or meet legislated requirements. Maintaining average age of fleet by replacing vehicles results in minimal increase to operating costs.

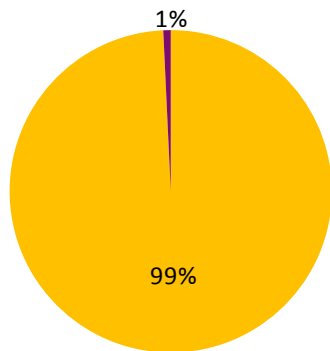
Risks include impacts on service delivery and meeting regulatory requirements due to vehicle/equipment failure and increased costs associated with repairs.

2017 highlights

- 3 Ambulances
- 1 Fire Pumper Truck
- 3 Playground Equipment sets
- 12 Transit Buses (as part of PTIF)
- 5 Mobility Buses (as part of PTIF)
- 4 Sidewalk Plows
- 13 Heavy Duty Trucks
- Solid Waste Scale Software and Equipment

Capital budget: Programs of work

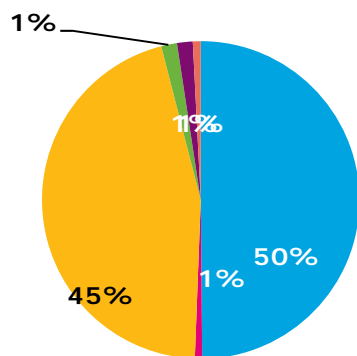
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Grant
■ Rate
■ Tax
■ DC
■ Partner
■ Own Revenue

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Vehicles & Equipment	\$19,892	\$19,779	\$19,216	\$129,419	\$188,306
Total	\$19,892	\$19,779	\$19,216	\$129,419	\$188,306

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$19,745	Tax	\$9,031
		Grants	\$9,919
		Own Revenue	\$160
		Partner	\$317
		DC	\$319
Non-tax-supported budget	\$147	Rate	\$147
Total	\$19,892		\$19,892

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Vehciel & Equipment**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	Tax Funded	Rate Funding
AM0001 LAND AMBULANCE VEH REPL	540,000	633,600	815,300	640,400	784,900	3,771,100	7,185,300			2,874,000		4,311,300	
AM0002 LAND AMBULANCE EQUIP REPL	232,900	567,400	30,300	68,500	41,800	1,065,600	2,006,500			802,700		1,203,800	
AM0008 LAND AMBULANCE BASE FURNITURE REPL		10,000	10,000	10,000	10,000	50,000	90,000			36,000		54,000	
BL0001 POA SECURITY RENEWAL				10,000			10,000		5,000	5,000			
FS0030 FIRE VEHICLE REPL	752,500	818,200	233,900	1,028,400	280,200	4,509,700	7,622,900					7,622,900	
FS0031 FIRE EQUIP REPL	372,400	807,900	99,200	298,200	251,500	2,618,600	4,447,800					4,447,800	
FS0032 FIRE RADIO REPL	32,400	31,800		641,100		285,300	990,600					990,600	
GG0187 FLEET VEH & EQUIP RPLCMNT	2,857,100	2,071,100	4,820,900	4,180,500	3,706,300	17,017,500	34,653,400					34,653,400	
GG0202 WATERWORKS FLEET REPL	79,500	205,500	585,100	418,000	253,400	1,761,000	3,302,500						3,302,500
GG0203 WASTEWATER FLEET REPL	67,200	212,700	84,800	380,500	110,200	1,694,000	2,549,400						2,549,400
GG0237 POA FACILITY EQUIPMENT						7,000	7,000		3,500	3,500			
GG0242 POA SCANNING EQUIP REPL				10,000			10,000		5,000	5,000			
GG0243 POSTAGE MACHINE		35,000				35,000	70,000					70,000	
IT0001 FOLDING MACHING REPL	30,000					35,000	65,000					65,000	
LB0019 LIBRARY SYSTEM/NETWORK UPGRDS	20,000	65,000	50,000	200,000		230,000	565,000					565,000	
LB0032 LIBRARY OUTREACH SERV EXPANSIO						200,000	200,000					200,000	
MU0015 MCCRAE HOUSE MAIN GALLERY RENO						250,000	250,000		250,000				
MU0019 CIVIC MUSEUM - GALARY EXHIBIT REPL						326,200	326,200					326,200	
PG0071 SECURITY INFRA REPL	261,000	200,000	350,000	350,000	239,000	1,050,000	2,450,000					2,450,000	
PG0072 LICENCE PLATE RECOGNITION			84,700			93,200	177,900					177,900	
PG0080 COMPUTER TICKET WRITERS	40,000			40,000		44,000	124,000					124,000	
PK0033 PLAYGROUND EQUIPMENT REPLA	1,049,700	1,325,200	1,464,900	742,200	1,151,400	1,790,100	7,523,500	6,018,900				1,504,600	
PO0014 PARKS EQUIPMENT GROWTH	189,100	129,800	65,700	250,000	410,400	1,862,200	2,907,200				2,616,500	290,700	
PS0044 POLICE IT HARDWARE	396,400	605,900	353,100	403,300	242,400	3,222,700	5,223,800					5,223,800	
PS0045 POLICE BODY ARMOUR	56,800	57,500	69,400	43,000	52,400	308,100	587,200					587,200	
PS0046 POLICE FURNITURE	17,200	17,600	18,000	18,400	18,800	100,100	190,100					190,100	
PS0047 POLICE VEHICLE BASED EQUIPMENT	110,000	78,800	120,300	126,200	72,300	598,400	1,106,000					1,106,000	
PS0048 POLICE TACTICAL EQUIPMENT	38,100	11,900	25,800	24,700	7,900	313,200	421,600					421,600	
PS0049 POLICE EQUIPMENT GENERAL	108,200	196,300	49,900	142,600	32,800	494,600	1,024,400					1,024,400	
PS0057 POLICE VEHICLE REPL	516,000	359,800	711,200	545,300	495,700	3,270,000	5,898,000			80,000		5,818,000	
PS0063 POLICE PC RADAR					13,900		13,900					13,900	
PS0067 POLICE VEHICLES EXPANSION		57,200		58,500		183,600	299,300					299,300	
RF0028 SLEEMAN-REPL CONSESSION EQUIP	25,000	25,000	25,000	26,000	27,000	150,000	278,000					278,000	

Capital budget: Programs of work

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	Tax Funded	Rate Funding
RF0052 SLEEMAN SPONSORSHIP PROJECT	70,000	70,000	74,000				214,000		180,000			34,000	
RF0078 SLEEMAN - EQUIPMENT REPLACEMENT				450,000		136,000	586,000					586,000	
RF0082 RECREATION EQUIPMENT REPLACEMENT	350,000	125,000	150,000	175,000	200,000	975,000	1,975,000					1,975,000	
RR0103 TECHNICAL / THEATRE	40,000	206,000	450,500	136,300	315,000	405,600	1,553,400					1,553,400	
RR0104 FRONT OF HOUSE	25,000				320,500	269,900	615,400					615,400	
RR0106 BOX OFFICE/OTHER						28,000	28,000					28,000	
SC0016 SANITARY/STORM SEWER UPGRADES			900,000				900,000					900,000	
SC0017 EASTVIEW SANITARY SEWER UPGRADES		300,000				350,000	650,000		650,000				
SL0001 INFRA SUSTAIN- STREETLIGHTS	1,600,000	400,000	400,000	400,000	500,000	2,000,000	5,300,000	4,240,000				1,060,000	
TC0048 TRANSIT V&E REPL	7,925,700	6,601,900	4,677,300	5,288,600	5,223,200	28,883,600	58,600,300	35,714,091				22,886,209	
TC0050 BUS STOP ACCESS UPGRADE	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000					1,500,000	
TM0005 MOBILITY VAN-GROWTH	220,000		230,000	240,000			690,000				465,750	224,250	
TM0006 COMMUNITY BUS-GROWTH		215,000					215,000				96,750	118,250	
WC0005 NEW COLLECTION VEHICLE	330,000			350,000		375,000	1,055,000					1,055,000	
WC0006 WRIC EQUIPMENT REPLACEMENT	220,000	1,154,500	1,663,500	1,585,200	1,561,500	11,530,500	17,715,200					17,715,200	
WC0007 DOUBLE DECK FIBRE SCREEN		550,000					550,000					550,000	
WC0013 MULTI-RES COLLECTION VEHICLE		483,400	453,100	25,800			962,300					962,300	
WM0048 ORGANICS PROCESS EQUIPMENT UPGRADES	420,000						420,000					420,000	
WN0001 WINTER CONTROL UPGRADE						200,000	200,000					200,000	
WP0004 EASTVIEW METHANE COLLECTION SY	100,000					250,000	350,000		350,000				
WP0006 PDO SCALES AND SOFTWARE UPGRADES	650,000	1,000,000					1,650,000					1,650,000	
Total Vehicle & Equipment	19,892,200	19,779,000	19,215,900	19,456,700	16,472,500	93,489,800	188,306,100	45,972,991	1,443,500	3,806,200	3,179,000	128,052,509	5,851,900

Wastewater Collection

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

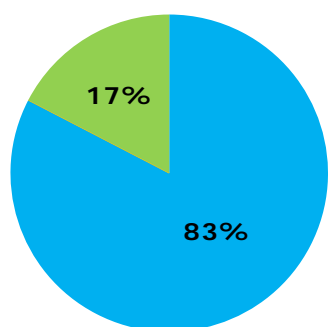
Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$1,150,000

Capital expenditure type



■ Infrastructure Renewal
■ City Building
■ Growth

Description

The City of Guelph has approximately 530 km of sanitary sewers and five sewage pump stations, all delivering sanitary sewage flows from the city to a central wastewater treatment facility located at the southwest corner of Wellington Street and the Hanlon Expressway. Treated effluent (outflow) from the treatment facility is discharged to the Speed River.

Expansion and renewal of the collection system is the responsibility of Engineering and Capital Infrastructure in conjunction with Wastewater Services.

Growth

Projects to assess current hydraulic conditions within the sanitary sewer system, to determine the relative amount of dry weather and wet weather flow that may be entering the system, and determine how this could be mitigated or eliminated to free-up sewer capacity for improved operations under current conditions, and/or to facilitate growth as desired by the City in future.

Renewal

Trenchless sewer lining is non-invasive, and will not require significant closures of roads or areas used by the public. The sewer lining activities will be bundled together in order to gain efficiencies in economies of scale.

Assessment programs for maintenance holes and wastewater sewers, and inflow and infiltration locations within the city will improve capital planning and inform future budgets.

Benefits and associated risks

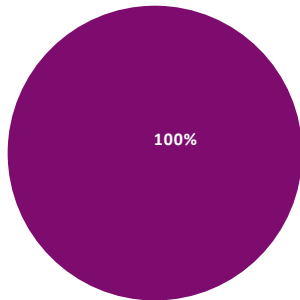
Optimizing existing systems, increasing capacities of existing systems, reducing water loss, increasing water conservation, protecting the natural environment, enhancing asset management, and ensuring wastewater can be conveyed in a manner to satisfy capacity requirements for the City's wastewater treatment plant are all benefits of this program.

2017 highlights

- Wastewater Collection, Growth **\$400,000**
- Wastewater Collection, Renewal **\$750,000**

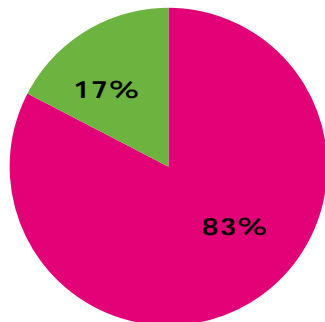
Capital budget: Programs of work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Rate
- DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Collection (Growth)	\$400	\$800	\$1,750	\$8,250	\$11,200
Collection (Renewal)	\$750	\$550	\$570	\$5,246	\$7,116
Total	\$1,150	\$1,350	\$2,320	\$13,496	\$18,316

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$0		
Non-tax-supported budget	\$1,150	Rate	\$950
		DC	\$200
Total	\$1,150		\$1,150

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Wastewater Collection

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded	Rate Funding
Wastewater Collection - Growth										
SC0018 WWI12 SIPHON IMPROVEMENTS						2,800,000	2,800,000	1,400,000		1,400,000
SC0019 WWI14 I&I REDUCTION IMPL	250,000	250,000	250,000	400,000	400,000	2,000,000	3,550,000	1,775,000		1,775,000
SC0020 WWI15 NEW GRAVITY SEWERS		250,000		250,000		750,000	1,250,000	1,125,000		125,000
SC0021 WWI16 NEW FORCEMAINS		150,000		150,000		450,000	750,000	675,000		75,000
SC0023 WWF1 DECOMMISSION GORDON SPS			1,350,000				1,350,000	675,000		675,000
SC0035 WWI0/WW54 FLOW MONITORING	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000	750,000		750,000
Total Wastewater Collection - Growth	400,000	800,000	1,750,000	950,000	550,000	6,750,000	11,200,000	6,400,000		4,800,000
Wastewater Collection - Renewal										
RD0341 MINOR ROAD - WASTEWATER REHAB				375,000		79,000	454,000		454,000	
SC0014 SEWER REPL VARIOUS			20,000	172,000			192,000			192,000
SC0025 SEWER INVESTIGATION VARIOUS	350,000	350,000	350,000	300,000	300,000	1,500,000	3,150,000			3,150,000
SC0038 WASTEWATER SEWER RELINE/REPAIR PROGRAM	200,000						200,000			200,000
ST0010 WWF2 SPS/FORCEMAIN IMPROVEMENT	200,000	200,000	200,000	400,000	400,000	1,600,000	3,000,000			3,000,000
SW0080 STORM WATER - WASTEWATER REHAB				101,000		19,000	120,000			120,000
Total Wastewater Collection - Renewal	750,000	550,000	570,000	1,348,000	700,000	3,198,000	7,116,000		454,000	6,662,000
Total Wastewater Collection	1,150,000	1,350,000	2,320,000	2,298,000	1,250,000	9,948,000	18,316,000	6,400,000	454,000	11,462,000

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Wastewater Plant & Equipment

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

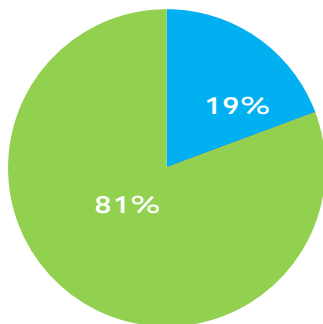
Lead Department

**Environmental
Services**

Total Capital
Investment

2017 \$1,055,000

Capital expenditure type



■ Infrastructure ■ Renewal
■ City Building
■ Growth

Description

Wastewater Services is responsible for ensuring the City has sufficient wastewater treatment and biosolids storage capacity to meet the needs of the community. This includes proactively maintaining and renewing existing facilities and increasing capacity as needed.

Growth

Evaluation of the biosolids storage facility (ST0003) to identify enhancements to the current design and to ensure the overall proposal provides value, financial accountability and is the best option moving forward. Related to this project and of overall benefit to the facility process control areas is an assessment and upgrade of the current computer based process control system (SCADA). This upgrade will ensure that technology is current and reliable (ST0006).

Renewal

Studies and maintenance work to meet industry best practice for asset management and oversight. The digester cleaning program (ST0013) will continue by completing the work as recommended by the structural assessment of digester #3. Additional studies and upgrades (ST0002) will be carried out for all chemical delivery locations at the facility and in particular an assessment and upgrade to the ferric chloride distribution building. In addition, a wastewater services organizational review will be completed to determine current staff roles and capacity.

Benefits and associated risks

Critical infrastructure must be maintained to mitigate the risk and cost of unplanned maintenance. Proactive investment in wastewater infrastructure renewal and expansion provides long term reliability of assets and capacity. A reliable and upgraded SCADA network will reduce unexpected downtime and ensure that replacement parts are readily available.

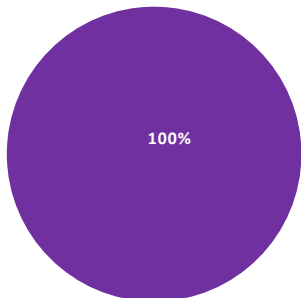
This work supports the facility's Environmental Compliance Approval (ECA) requirement to exercise due diligence in ensuring that works and related equipment used to achieve compliance are properly operated and maintained at all times.

2017 highlights

Wastewater Treatment & Storage, Growth	\$851,000
Wastewater Treatment & Storage, Renewal	\$204,000

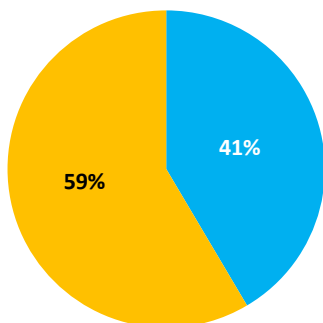
Capital budget: Programs of work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Rate
- DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Treatment & Storage, growth	\$851	\$7,350	\$3,997	\$60,506	\$72,704
Treatment & Storage, renewal	\$204	\$804	\$804	\$6,870	\$8,886
Total	\$1,055	\$8,154	\$4,801	\$67,580	\$81,590

2017 Budget approval and funding (\$000s)

	Budget amount	Funding source	
Tax-supported budget	\$0	Tax	\$0
		Own revenue	\$0
Non-tax-supported budget	\$1,055	Rate	\$438
		DC	\$617
Total	\$1,055		\$1,055

Operating impacts

There are no known operating impacts at this time.

Capital budget: Programs of work

2017 Non-Tax Supported Capital Budget 2018 to 2026 Non-Tax Supported Capital Forecast Wastewater Plant & Equipment										
Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Developer & Partner	Development Charges	Rate Funding
Treatment & Storage - Growth										
ST0001 PLANT RERATING - PHOS REDN IN			51,000	102,000	102,000	204,000	459,000		459,000	
ST0002 WWTP - UPGRADES & STUDIES	249,000	352,000	198,000	204,000	198,000	244,000	1,445,000		361,250	1,083,750
ST0003 WWTP BIOSOLIDS FACILITY UPGRD	500,000	1,646,000	2,646,000	3,053,000	3,358,000	17,752,000	28,955,000		20,268,500	8,686,500
ST0004 WWTP PHASE 2 EXPANSION		5,250,000		6,400,000	51,000		11,701,000	819,070	10,881,930	
ST0005 WWTP UPGRADES			1,000,000	2,328,000		6,473,000	9,801,000		7,840,800	1,960,200
ST0006 SCADA UPGRADES	102,000	102,000	102,000	102,000	102,000	204,000	714,000		178,500	535,500
ST0019 WWTP EXPANSION TO 85 MLD						6,000,000	6,000,000		6,000,000	
ST0020 PROCESS OPERATIONS CENTRE						400,000	400,000		200,000	200,000
ST0021 2024 WWTP BIOSOLIDS FACILITY UPGRD						13,229,000	13,229,000		13,229,000	
Total Treatment & Storage - Growth	851,000	7,350,000	3,997,000	12,189,000	3,811,000	44,506,000	72,704,000	819,070	59,418,980	12,465,950
Treatment & Storage - Renewal										
ST0013 DIGESTER CLEANING PROGRAM	204,000	204,000	204,000	204,000	204,000	816,000	1,836,000			1,836,000
ST0014 DIGESTER GAS PROOFING						2,250,000	2,250,000			2,250,000
ST0015 REPAIRS TO PROCESS STRUCTURES		500,000	500,000	1,500,000	500,000	1,000,000	4,000,000			4,000,000
ST0017 SCUM TROUGH		100,000				200,000	300,000			300,000
ST0018 EQUIP REPLACE & UPGRADES			100,000	100,000	100,000	200,000	500,000			500,000
Total Treatment & Storage - Renewal	204,000	804,000	804,000	1,804,000	804,000	4,466,000	8,886,000			8,886,000
Total Wastewater Plant & Equipment	1,055,000	8,154,000	4,801,000	13,993,000	4,615,000	48,972,000	81,590,000	819,070	59,418,980	21,351,950

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Water Distribution Network

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$0

Description

Engineering and Capital Infrastructure Services is responsible for the design and construction of the water distribution network. Ensuring a reliable and safe water system is critical to existing residents and businesses as well as providing opportunities for growth and development.

Benefits and associated risks

By being proactive in minimizing risks and maintaining levels of service through renewal, capacity enhancements, and improving security of supply to the water distribution network, Engineering and Capital Infrastructure Services is focused on ensuring a safe and reliable source of water for the community to meet present and future demands.

Failure to address these needs may lead to interruptions in service delivery, reduction in water quality, additional maintenance costs and time, and potential regulatory non-compliance with the *Safe Drinking Water Act*.

2017 highlights

No stand-alone Distribution Network projects are planned for 2017. All projects will be undertaken as part of integrated road, water, wastewater and stormwater projects.

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Distribution network, growth	\$0	\$100	\$184	\$12,553	\$12,837
Distribution network, renewal	\$0	\$0	\$1,732	\$6,177	\$7,909
Total	\$0	\$100	\$1,916	\$18,730	\$20,746

2017 Budget approval and funding

There is no budget required for 2017.

Operating impacts

There are no known operating impacts at this time.

2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Water Distribution Network

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded	Rate Funding
Water Distribution Network										
Distribution - Growth										
RD0343 MINOR ROAD - WATER GROWTH			54,000	487,000		5,675,000	6,216,000		6,216,000	
SW0082 STORM WATER - WATER GROWTH						760,000	760,000			760,000
WD0002 WI3 HANLON- WELLINGTON-CLAIR						961,000	961,000	720,700		240,300
WD0003 WI4 EDINBURGH TO KORTRIGHT						2,098,000	2,098,000	1,552,500		545,500
WD0004 WI5 KORTRIGHT- EDINBURGH TO GORDON						519,000	519,000	384,000		135,000
WD0011 WI11 KORTRIGHT IB EDIN TO RICKSON			130,000	1,179,000			1,309,000	968,700		340,300
WD0017 WI-15 WATSON: SPEEDVALE TO HWY 25						474,000	474,000	426,600		47,400
WW0139 W-I-25 DEVELOPMENT OVERSIZING		100,000		100,000		300,000	500,000	500,000		
Total Distribution - Growth		100,000	184,000	1,766,000		10,787,000	12,837,000	4,552,500	6,216,000	2,068,500
Distribution - Renewal										
RD0342 MINOR ROAD - WATER REHAB			1,732,000	33,000	485,000	3,596,000	5,846,000		5,846,000	
SC0044 Wastewater Replacement - Watermain Replacement						896,000	896,000	197,100		698,900
SW0081 STORM WATER - WATER REHAB				10,000	132,000	675,000	817,000			817,000
WD0015 WARD ONE -WATERMAIN REPLACEMENT						350,000	350,000			350,000
Total Distribution - Renewal			1,732,000	43,000	617,000	5,517,000	7,909,000	197,100	5,846,000	1,865,900
Total Water Distribution Network		100,000	1,916,000	1,809,000	617,000	16,304,000	20,746,000	4,749,600	12,062,000	3,934,400

Water Plant & Equipment

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

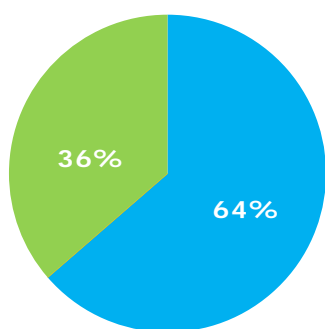
Lead Department

Environmental Services

Total Capital Investment

2017 \$12,307,300

Capital expenditure type



- Infrastructure Renewal
- City Building
- Growth

Description

Water Services directly delivers two core areas of the capital program; Supply, Treatment and Protection & Conservation and Efficiency. The first ensures an adequate water supply and treatment infrastructure to facilitate the servicing needs of community growth, renewal of critical supply infrastructure to prevent catastrophic failure, limit staff response time to unplanned maintenance and sustain current service levels for customers and Source Water Protection activities to protect current water supplies and manage associated threats to local water sources. The second is focused on maximizing current infrastructure and resources by minimizing water loss through leaks, elimination of inefficient fixtures/systems and demand management in times of drought and water scarcity.

Benefits and associated risks

By being proactive in adding additional supply and renewing our existing systems Water Services is focused on ensuring a safe and reliable source of water for existing residents and to meet the demands of future growth.

Failure to address these needs may lead to interruptions in service delivery, reduction in water quality, additional maintenance costs and time, insufficient servicing capacity to facilitate new community growth and potential regulatory non-compliance with the *Safe Drinking Water Act*, amongst other regulations.

2017 highlights

Supply, treatment & protection, growth \$1,930,300

- Clythe Well Return to Service, planning
- Arkell Collector/Recharge
- Logan Well, planning
- Booster Pumping Station, planning
- Hydraulic Modeling
- Quality Monitoring

Supply, treatment & protection, renewal \$7,711,000

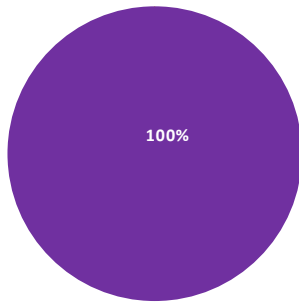
- Burke Well upgrade, iron and manganese treatment
- Speedvale water tower repair and painting
- Woods Pumping Station, detailed design for electrical upgrades
- Verney water tower, infrastructure renew & easement purchase

Water conservation and efficiency \$2,666,000

- Customer rebate programs
- District Metered Areas, design and construction
- Incentive programs
- Research programs

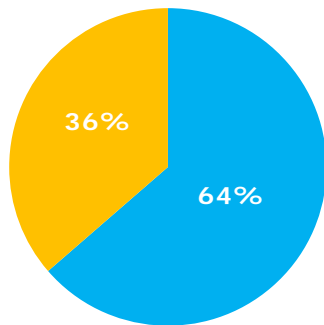
Capital budget: Programs of work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Rate
- DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Supply, Treatment & Protection (Growth)	\$1,930	\$15,926	\$6,126	\$43,884	\$70,385
Supply, Treatment & Protection (Renewal)	\$7,711	\$12,665	\$6,305	\$24,958	\$49,819
Conservation & Efficiency	\$2,666	\$586	\$571	\$4,134	\$7,257
Total	\$12,307	\$29,177	\$13,002	\$72,976	\$127,461

2017 Budget approval and funding (\$000s)

	Budget amount	Funding source	
Tax-supported budget	\$0	Tax	\$0
		Own revenue	\$0
Non-tax-supported budget	\$12,307	Rate	\$7,831
		DC	\$4,476
Total	\$12,307		\$12,307

Operating impacts

Department	Item	Year	Cost	Cost type
Water Services	Annual Operating (Ongoing)	2018	\$94,000	New Maintenance Staff Salary/Benefits – Burkes
Water Services	Annual Operating (Ongoing)	2018	\$67,000	Operational Costs (Energy) for New Treatment System - Burkes

Capital budget: Programs of work

2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Water Plant & Equipment

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Rate Funding
Water Services									
Supply, Treatment & Protection - Growth									
WD0008 WI12 ZONE A/B SPLIT				500,000			500,000	250,000	250,000
WD0019 EAST SIDE ZONE 2 UPGRADES						420,000	420,000	231,000	189,000
WD0025 W-I-2 SCOUT CAMP AQUEDUCT TIE-IN			1,100,000	1,400,000			2,500,000	1,250,000	1,250,000
WD0026 WI-26 EAST SIDE TRANSMISSION LINE (STANTEC)						1,900,000	1,900,000	1,710,000	190,000
WD0027 DISTRIBUTION SYSTEM WATER QUALITY ASSESSMENT		150,000					150,000	110,000	40,000
WT0002 NEW SUPPLY	1,230,300	3,076,200	2,304,800	314,000	314,000	5,084,600	12,323,900	12,323,900	
WT0025 EAST SIDE BPS & RESERVOIR						14,025,000	14,025,000	12,622,500	1,402,500
WT0026 ZONE 2E ELEVATED TANK		500,000	2,700,000				3,200,000	3,200,000	
WT0029 ZONE 1A&1B BPS & RESERVOIR	500,000	12,000,000					12,500,000	11,250,000	1,250,000
WT0032 WFS QUALITY UPGRADES	200,000	200,000	200,000	200,000	200,000	600,000	1,600,000	1,040,000	560,000
Total Supply, Treatment & Protection - Growth	1,930,300	15,926,200	6,304,800	2,414,000	514,000	22,029,600	49,118,900	43,987,400	5,131,500
Supply, Treatment & Protection - Renewal									
WD0020 WI-13 CARTER AQUADUCT					3,000,000		3,000,000		3,000,000
WD0021 WI-7 ZONE 1/2 BOUNDARY NORTH OF SPEED						700,000	700,000		700,000
WT0007 WATER FACILITY UPG AND STUDIES	4,311,000	11,709,500	5,266,000	7,854,000	1,812,000	17,882,500	48,835,000		48,835,000
WT0008 UFW REMEDIAL ACTION PLAN		155,000	160,000	165,000	170,000	900,000	1,550,000		1,550,000
WT0009 GROUNDWATER PROTECTION	700,000	800,000	700,000	800,000	700,000	3,400,000	7,100,000		7,100,000
WT0013 BURKE TREATMENT	2,700,000						2,700,000		2,700,000
WT0015 WF-4 ROBERTSON BOOSTER UPGRADES					3,250,000	3,250,000	6,500,000	3,250,000	3,250,000
Total Supply, Treatment & Protection - Renewal	7,711,000	12,664,500	6,126,000	8,819,000	8,932,000	26,132,500	70,385,000	3,250,000	67,135,000
Conservation & Efficiency									
WW0106 CONSERVATION & EFFICIENCY	2,666,000	585,900	570,900	565,900	855,900	2,712,500	7,957,100	7,957,100	
Total Conservation & Efficiency	2,666,000	585,900	570,900	565,900	855,900	2,712,500	7,957,100	7,957,100	
Total Water Services	12,307,300	29,176,600	13,001,700	11,798,900	10,301,900	50,874,600	127,461,000	55,194,500	72,266,500

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DC budget variances: background study to capital forecast

Unbudgeted Growth Related Projects - Tax Supported

Net difference between needs identified in the 2013 Background Study and the Capital Forecast (Indexed)															
Service Area	Project ID	Project Description	Background Study Timing	Total Unfunded 2013-2026	2013-2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projects Partially Included in the 2017 Capital Budget and Forecast															
Parks	PK0042	YORK OPEN SPACE DEVELOPMENT	2021	1,040	-	-	-	-	-	1,040	-	-	-	-	-
	PK0050	YORK DISTRICT COMMUNITY PARK	2021	590	-	-	-	-	-	-	-	-	590	-	-
Roads	RD0273	Silvercreek Parkway Grade Separation	2013-2015	3,930	-	-	-	-	-	1,850	2,080	-	-	-	-
Fire	FS0030	Fire Vehicles	2013-2015	1,430	1,430	-	-	-	-	-	-	-	-	-	-
Parking	PG0079	BAKER PARKADE	2018	12,810	-	-	12,810	-	-	-	-	-	-	-	-
Projects Not Included in the 2017 Capital Budget and Forecast															
Services Related to a Highway	RD0090	WOODLAWN: SILVERCREEK - NICKLIN	2023-2031	4,231	-	-	-	-	-	-	-	1,058	1,058	1,058	1,058
	RD0091	CRAWLY - CLARI TO MALTBY	2019-2021	1,030	-	-	-	-	1,030	-	-	-	-	-	-
	RD0140	NEW RAILWAY CROSSING INSTALL	2023-2031	2,000	-	-	-	-	-	-	-	500	500	500	500
	RD0170	RAILWAY CROSSING AT EDINBURGH RD AND ADJACENT	2013-2023	2,050	-	-	2,050	-	-	-	-	-	-	-	-
	RD0249	HCBP OVERSIZING	2023-2027	1,040	-	-	-	-	-	-	-	-	-	1,040	-
	RD0308	ELMIRA ROAD EXT TO WR 124 FEASABILITY STUDY	2021	310	-	-	-	-	-	310	-	-	-	-	-
	RD0312	INT COLLEGE AND SCOTTSDALE	2022	1,650	-	-	-	-	-	-	1,650	-	-	-	-
	RD0313	INT SPEDVALE AND SILVERCREEK	2022	1,850	-	-	-	-	-	-	1,850	-	-	-	-
	RD0320	VICTORIA ROAD	2023-2031	6,210	-	-	-	-	-	-	-	6,210	-	-	-
	RD0269	LAIRD: CLAIR TO SOUTHGATE	2013-2015	3,060	3,060	-	-	-	-	-	-	-	-	-	-
		PW FACILITY STUDY	2023	260	-	-	-	-	-	-	-	260	-	-	-

Capital budget: DC budget variances

Service Area	Project ID	Project Description	Background Study Timing	Total Unfunded 2013-2026	2013-2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Parks	PK0016	PERGOLA PROPERTY	2021	210	-	-	-	-	-	210	-	-	-	-	-
	PK0021	GRANGEHILL PHASE 5	2021	340	-	-	-	-	-	340	-	-	-	-	-
	PK0036	CITYVIEW DRIVE	2019	940	-	-	-	940	-	-	-	-	-	-	-
	PK0079	TRAIL MASTERPLAN	2015	90	90	-	-	-	-	-	-	-	-	-	-
	PK0074	WATSON PARKETTE	2016	620	620	-	-	-	-	-	-	-	-	-	-
	PK0051	VICTORIA ROAD N COMMUNITY PARK	2019-2021	3,630	-	-	-	360	2,180	1,090	-	-	-	-	-
	PK0043	EASTVIEW OPEN SPACE	2021	1,270	-	-	-	-	-	1,270	-	-	-	-	-
	PK0037	KORTRIGHT SPORTS COMPLEX	2020-2021	5,100	-	-	-	-	2,550	2,550	-	-	-	-	-
		AMBULANCE PLANNING STUDY/NEEDS ASSESSMENT	2014	130	130	-	-	-	-	-	-	-	-	-	-
Administration	AM0009	AMBULANCE TRAINING FACILITY	2023	1,080	-	-	-	-	-	-	-	1,080	-	-	-
		EQUIPMENT ON AN AMBULANCE	2014-2018	150	150	-	-	-	-	-	-	-	-	-	-
Transit	TC0046	WATSON ROAD TRANSIT FACILITY	2015	4,080	4,080	-	-	-	-	-	-	-	-	-	-
Library															
		LIBRARY COLLECTION MATERIALS	2017	2,690	2,690	-	-	-	-	-	-	-	-	-	-
Police	PS0041	JOINT TRAINING FACILITY	2023	1,080	-	-	-	-	-	-	-	1,080	-	-	-
		POLICE SMALL EQUIPMENT	2013-2031	520	160	40	40	40	40	40	40	40	40	40	-
Fire	FS0053	FIRE TRAINING FACILITY	2023	1,080	-	-	-	-	-	-	-	1,080	-	-	-

Capital budget: DC budget variances

Unbudgeted Growth Related Projects- Non Tax Supported

Net difference between needs identified in the 2013 Background Study and the Capital Forecast (Indexed)															
Service Area	Project ID	Project Description	Background Study Timing	Total Unfunded 2013-2026	2013-2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projects Not Included in the 2016 Capital Budget and Forecast															
Waste- Water		WW-I-11 AREA ASSET REPLACEMENT	2019-2031	8,280	-	-	-	1,030	1,030	1,030	1,030	1,040	1,040	1,040	1,040
	WS0100	WW-F-2 IMPROVEMENTS TO LIFT STATION & FORCEMAIN	2013-2031	1,680	480	120	120	120	120	120	120	120	120	120	120
Water		W-I-20 REPLACE DISTRIBUTION PIPING	2018-2028	9,080	-	-	1,000	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010
		W-I-21 ASSET REPLACEMENT	2018-2028	6,290	-	-	690	700	700	700	700	700	700	700	700
		SOUTH END TRANSMISSION MAINS	2018-2031	4,450	-	-	490	490	490	490	490	500	500	500	500

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Reserve schedules

Discretionary Reserve Fund Continuity Summary (forecasted)

Discretionary reserve funds are created under Section 417 of the Municipal Act, 2001 (S.O. 2001, c.25). Discretionary reserve funds are established whenever a municipal Council wishes to earmark revenues to finance a future expenditure for which it has the authority to spend money, and to set aside a certain portion of any year's revenues so that the funds are available as required. Revenues set aside for road widening and for acquisition of fixed assets are examples of discretionary reserve funds.

	Infrastructure Renewal	Growth	City Building	Capital Asset Renewal	Industrial Land	Other	Discretionary Total
Closing Balance Dec 31, 2016	3,839,892	3,768,308	273,503	7,161,608	(7,971,398)	1,785,739	8,857,652
<u>2017</u>							
Transfers Out	(23,194,710)	(1,134,150)	(3,493,000)	(1,931,975)	(10,665,887)	(193,155)	(40,612,877)
Transfers In	8,918,695	1,134,150	3,000,000	203,080	1,000,000	290,000	14,545,925
Interest Earned	(95,316)	108,904	780	181,988	(370,045)	53,007	(120,682)
Closing Balance Dec 31, 2017	(10,531,439)	3,877,212	(218,717)	5,614,701	(18,007,330)	1,935,591	(17,329,982)
<u>2018</u>							
Transfers Out	(33,082,999)	(2,321,683)	(7,901,700)		(2,847,137)	(393,154)	(46,546,673)
Transfers In	10,434,405	1,250,000	10,530,000	203,080	1,000,000	290,000	23,707,485
Interest Earned	(631,631)	96,566	31,658	165,199	(547,103)	54,448	(830,863)
Closing Balance Dec 31, 2018	(33,811,664)	2,902,095	2,441,241	5,982,980	(20,401,570)	1,886,885	(41,000,033)
<u>2019</u>							
Transfers Out	(31,201,028)	(7,204,357)	(23,995,381)		(380,356)	(94,091)	(62,875,213)
Transfers In	13,045,218	6,312,500	13,060,300	203,080	1,086,000	300,000	34,007,098
Interest Earned	(1,239,509)	70,983	(87,460)	175,843	(579,409)	57,506	(1,602,046)
Closing Balance Dec 31, 2019	(53,206,984)	2,081,221	(8,581,300)	6,361,903	(20,275,335)	2,150,300	(71,470,195)
<u>2020</u>							
Transfers Out	(47,766,808)	(3,017,315)	(46,371,473)		(12,645,733)	(34,090)	(109,835,419)
Transfers In	11,657,092	1,378,125	38,090,903	203,080	1,086,000	165,000	52,580,200
Interest Earned	(2,059,467)	36,461	(367,654)	186,794	(752,995)	64,035	(2,892,826)
Closing Balance Dec 31, 2020	(91,376,167)	478,492	(17,229,524)	6,751,777	(32,588,063)	2,345,245	(131,618,240)
<u>2021</u>							
Transfers Out	(38,620,883)	(1,481,013)	(11,295,867)		(9,749,803)	(34,089)	(61,181,655)
Transfers In	17,218,869	1,447,031	12,121,812	203,080	1,629,000	165,000	32,784,792
Interest Earned	(2,950,030)	13,337	(485,998)	198,061	(1,059,141)	69,669	(4,214,102)
Closing Balance Dec 31, 2021	(115,728,211)	457,847	(16,889,577)	7,152,918	(41,768,007)	2,545,825	(164,229,205)

Capital budget: Reserve schedules

	Infrastructure Renewal	Growth	City Building	Capital Asset Renewal	Industrial Land	Other	Discretionary Total
<u>2022</u>							
Transfers Out	(33,771,233)	(1,522,125)	(19,841,467)			(159,089)	(55,293,914)
Transfers In	23,614,306	1,519,383	3,153,030	203,080	2,172,000	165,000	30,826,799
Interest Earned	(3,491,313)	13,192	(729,257)	209,654	(1,175,710)	73,660	(5,099,774)
Closing Balance Dec 31, 2022	(129,376,451)	468,297	(34,307,271)	7,565,652	(40,771,717)	2,625,396	(193,796,094)
<u>2023</u>							
Transfers Out	(37,497,583)	(1,704,739)	(11,486,067)			(159,089)	(50,847,478)
Transfers In	22,834,075	1,595,352	3,184,560	203,080	2,715,000	165,000	30,697,067
Interest Earned	(3,950,867)	11,953	(1,111,437)	221,582	(1,139,071)	75,959	(5,891,881)
Closing Balance Dec 31, 2023	(147,990,826)	370,863	(43,720,215)	7,990,314	(39,195,788)	2,707,266	(219,838,386)
<u>2024</u>							
Transfers Out	(32,600,794)	(1,375,334)	(8,777,867)			(384,089)	(43,138,084)
Transfers In	29,486,221	1,675,120	3,216,406	203,080	2,172,000	165,000	36,917,827
Interest Earned	(4,321,940)	15,050	(1,343,877)	233,855	(1,101,373)	75,074	(6,443,211)
Closing Balance Dec 31, 2024	(155,427,340)	685,699	(50,625,553)	8,427,249	(38,125,161)	2,563,251	(232,501,855)
<u>2025</u>							
Transfers Out	(37,710,808)	(1,537,006)	(5,531,567)			(284,089)	(45,063,470)
Transfers In	30,947,215	1,758,876	3,248,570	203,080		165,000	36,322,741
Interest Earned	(4,589,584)	23,023	(1,496,068)	246,482		72,357	(5,743,790)
Closing Balance Dec 31, 2025	(166,780,516)	930,592	(54,404,618)	8,876,811	(38,125,161)	2,516,519	(246,986,373)
<u>2026</u>							
Transfers Out	(36,978,608)	(2,067,866)	(8,883,667)			(34,089)	(47,964,230)
Transfers In	32,480,144	1,846,819	3,281,056	203,080		165,000	37,976,099
Interest Earned	(4,884,960)	23,700	(1,653,251)	259,474		74,619	(6,180,418)
Closing Balance Dec 31, 2026	(176,163,940)	733,245	(61,660,480)	9,339,365	(38,125,161)	2,722,049	(263,154,922)

Obligatory Reserve Fund Continuity Summary (Forecasted)

An Obligatory reserve fund is created when a provincial statute requires that revenue received for special purposes be segregated from the general revenues of the municipality. Obligatory reserve funds are to be used solely for the purpose prescribed for them by statute.

	Misc Obligatory Summary	DC Reserve Summary (Tax Supported Areas)	Total Obligatory
Closing Balance Dec 31, 2016	1,289,673	(32,871,433)	(31,581,760)
<u>2017</u>			
Transfers Out	(11,258,950)	(4,038,406)	(15,297,356)
Transfers In	10,228,566	9,754,591	19,983,157
Interest Earned	22,383	(722,716)	(700,333)
Closing Balance Dec 31, 2017	281,672	(27,877,964)	(27,596,292)
<u>2018</u>			
Transfers Out	(10,504,790)	(12,949,001)	(23,453,791)
Transfers In	10,598,537	9,983,817	20,582,354
Interest Earned	9,495	(608,656)	(599,161)
Closing Balance Dec 31, 2018	384,914	(31,451,804)	(31,066,890)
<u>2019</u>			
Transfers Out	(11,838,090)	(49,868,064)	(61,706,154)
Transfers In	10,598,537	10,218,437	20,816,974
Interest Earned	(6,788)	(1,165,756)	(1,172,544)
Closing Balance Dec 31, 2019	(861,427)	(72,267,187)	(73,128,614)
<u>2020</u>			
Transfers Out	(8,395,190)	(15,961,526)	(24,356,716)
Transfers In	10,598,537	10,479,005	21,077,542
Interest Earned	6,943	(1,774,563)	(1,767,620)
Closing Balance Dec 31, 2020	1,348,863	(79,524,271)	(78,175,408)
<u>2021</u>			
Transfers Out	(8,764,890)	(13,361,719)	(22,126,609)
Transfers In	10,598,537	10,725,261	21,323,798
Interest Earned	65,478	(1,962,675)	(1,897,197)
Closing Balance Dec 31, 2021	3,247,988	(84,123,404)	(80,875,416)

Capital budget: Reserve schedules

	Misc Obligatory Summary	DC Reserve Summary (Tax Supported Areas)	Total Obligatory
<u>2022</u>			
Transfers Out	(10,250,390)	(8,010,979)	(18,261,369)
Transfers In	10,598,537	10,977,307	21,575,844
Interest Earned	98,898	(2,033,222)	(1,934,324)
Closing Balance Dec 31, 2022	3,695,033	(83,190,298)	(79,495,265)
<u>2023</u>			
Transfers Out	(10,955,390)	(4,559,814)	(15,515,204)
Transfers In	10,598,537	11,235,274	21,833,811
Interest Earned	101,630	(1,971,714)	(1,870,084)
Closing Balance Dec 31, 2023	3,439,810	(78,486,552)	(75,046,742)
<u>2024</u>			
Transfers Out	(10,533,590)	(5,224,328)	(15,757,918)
Transfers In	10,598,537	11,498,628	22,097,165
Interest Earned	100,349	(1,861,082)	(1,760,733)
Closing Balance Dec 31, 2024	3,605,106	(74,073,334)	(70,468,228)
<u>2025</u>			
Transfers Out	(17,774,290)	(6,336,272)	(24,110,562)
Transfers In	10,598,537	11,560,010	22,158,547
Interest Earned	498	(1,768,696)	(1,768,198)
Closing Balance Dec 31, 2025	(3,570,149)	(70,618,292)	(74,188,441)
<u>2026</u>			
Transfers Out	(20,160,590)	(5,798,080)	(25,958,670)
Transfers In	10,598,537	11,624,238	22,222,775
Interest Earned	(241,349)	(1,680,589)	(1,921,938)
Closing Balance Dec 31, 2026	(13,373,551)	(66,472,723)	(79,846,274)